U.S. Army Corps of Engineers

Strategic Management of Human Capital in the U.S. Army Corps of Engineers

September 2002

Commanding General's Message

The U.S. Army Corps of Engineers (USACE) enjoys a long and proud tradition of service to the Army, this country and its people. We are a highly capable organization that can further enhance its value to this Nation by recruiting and retaining a world-class workforce, by becoming a learning organization, and by developing leaders at all levels.

As stated in our Strategic Campaign Plan: "People are the foundation of the Corps: our effectiveness, our value, our reputation. We inspire the public's trust through our technical and professional excellence and our stewardship of the nation's resources. Our leaders inspire enthusiasm for our vision, mission and our service ethic. We respect, value, and encourage each other. Empowered, we create a better organization that helps us realize our full potential for serving the public good. We are the public engineering organization of choice."

My philosophy is that everyone should be afforded a basic level of technical, communications and leadership training. By providing training in these competencies, I hope to unleash the untapped potential of our workforce. We actively partner with The Gallup Organization in the development of tools and processes to assess existing leadership skills and use those skills to the fullest extent possible.

I have charged each member of the Corps team to be a full participant in its transformation. Each employee will complete two multi-media training programs known as "CorpsPath" and "Program Management Business Process" that focus on USACE's vision, strategic goals and new ways of completing projects through multi-function project delivery teams. I have empowered them with a "Just Do It" card to do what is ethical, good for customers as long as they are willing to be accountable for their actions.

My intent is to have a work-class workforce that is prepared to meet our future challenges. We will rededicate ourselves to technical excellence. We must use best practices and information technologies. We will strive to be more efficient and reduce costs to our customers. We will work in cross-functional teams to provide the best in projects and services, and become a *"team of teams."* We will strive to become a learning organization that communicates effectively, internally to achieve exceptional performance, and externally to better understand the needs of partners, stakeholders and customers, as well as to educate, inform, and enhance public confidence.

The attached human capital plan, along with USACE's response to other parts of the President's Management Agenda, reflects the progress we have made in strategically managing human capital. It also provides a blueprint for the future. While we face many challenges, we will avert the human capital crisis others fear. By implementing the strategic human capital goals outlined in this plan, we will continue to attract, retain and train the world-class work force needed to transform the U.S. Army Corps of Engineers and honorably serve this Nation!

Robert B. Flowers,
Lieutenant General
Commanding

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Chapter 1. INTRODUCTION

The U.S. Army Corps of Engineers (USACE) is a dynamic, evolving organization that has experienced major changes since the fall of Berlin Wall and the end of the Cold War in 1989. The total civilian workforce has declined by over 24 percent from 45,052 to 34,173 employees. The declines were managed with very few involuntary separations. While some agencies have reported significant skills imbalances as a result of a decade of downsizing, this has not rung totally true for the USACE which has undergone major shifts in its skills mix during this period of downsizing in response to national priorities and missions. While this change was more incremental than would have occurred if a more comprehensive strategic human capital plan had been in place earlier, the Corps does not find itself facing a human capital crisis in the near future. Its human resources program has often been recognized as innovative and progressive. It has invested significant resources in its intake of new talent and the development of its existing workforce. The USACE has long enjoyed an esprit d' corps and a culture that fosters loyalty and longevity with the organization. Despite its strengths and past successes, a more cohesive and integrated human resources strategic plan will improve the USACE return on human capital investments, provide more accurate and objective ways to measure success, accelerate its transformation into an effective learning organization, and assure it attracts and retains the world class work force on which its future successes depend.

The Corps faces many of the challenges of other Federal agencies in terms of an aging workforce and intense competition for the best talent in smaller labor markets. The challenges are compounded by its need of a highly educated and professional work force. We must transform to a learning organization to avoid the mistakes of the past and most efficiently operate in an era of constrained resources. USACE must invest in the development of its future leaders, and provide the information technology infrastructure to support its large percentage of knowledge workers. Major cultural changes are being effected in the Corps that break down functional stovepipes and facilitate our use of the project management business process and the use of multi-functional teams. The use of contractors, our work with private sector partners, and our strong relationships with multiple stakeholders continue to expand as we competitively source more of our work - while maintaining a minimum work force with sufficient core competencies.

This reports attempts to document the human capital challenges USACE faces, and its past, current and future responses to those challenges. As a human capital strategic plan, it is intended for the use of many internal audiences such its management team, the human resources community, employees and labor representatives. It is also developed to meet the needs of external audiences such as Department of Army, Department of Defense, the Office of Management and Budget and the Office of Personnel Management, contractors, stakeholders and the public we serve. There were a number of drivers that led to the development of this report on USACE human capital strategies and management plan at this particular time.

DRIVERS

CORPS STRATEGIC CAMPAIGN PLAN
USACE has a comprehensive strategic plan known as the campaign plan (see Appendix A). The campaign plan and its accompanying vision statement are well known to all employees and constitute the underlying foundation and primary impetus for this plan. To realize the ambitious, but necessary plan the Chief of Engineers has articulated in the campaign plan, the human

resources community, in partnership with key leaders, were required to assess its current human capital environment and develop a strategic blueprint for realizing the vision and future state envisioned by the campaign plan.

THE PRESIDENT'S MANAGEMENT AGENDA

USACE developed its campaign plan in collaboration with its stakeholders and aligned it with the president's three principles for government reform—that government be
citizen-centered,
results-oriented, and
market-based.
USACE has adopted these principles and is using them to guide its human capital strategic planning. The President's Management Agenda has served as a catalyst for reflection, analysis, and strategic planning. In a comprehensive effort to focus on government improvement and results, the PMA presents five Government wide initiatives. They are: Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. While this report primarily addresses the strategic management of human capital, USACE recognizes the interdependence of human capital planning and the other initiatives. This report will highlight some of the electronic government initiatives that have most significantly impacted its human capital planning. The publication of this report was, until very recently, being accomplished in conjunction with the Corps competitive sourcing plan. Since competitive sourcing is only one of the variables that impact the strategic planning of human capital, this report has been developed to stand on its own. In defining our future work force requirements, and developing a plan to satisfy those long-term requirements, our competitive sourcing plan has been integrated with this plan, making it more realistic and comprehensive.

OMB MEMORANDUM 01-07

This bulletin instructed executive agencies and departments, to include the Corps of Engineers, to submit a workforce analysis to OMB as an initial phase of implementing the President's initiative to have agencies restructure their work force to streamline organizations. An original report was submitted in June 2001. This report expands on the initial report by providing a more comprehensive and integrated strategic plan for addressing not only the FY03 budget request and annual performance plan, but by also addressing more long-term strategic human capital needs.

DOD AND DA CIVILIAN HUMAN RESOURCE STRATEGIC PLANS

As a component of both DOD and DA, the Corps of Engineers is a strategic partner in implementing the goals and objectives of DOD and DA's civilian human resources strategic plans (see Appendices C and D). While USACE's primary focus is its own Strategic Campaign Plan, as explored in a following chapter, the Corps human capital environment is greatly enhanced, and occasionally constrained, by its interdependent relationships with the DOD and DA human resources community. The success of USACE's human capital strategic planning effort is dependent on its partnerships with DOD and DA.

OPM HUMAN CAPITAL SCORECARD

The Office of Personnel Management, in coordination with the President's Management Council and OMB developed standards for successful strategic management of human capital – scorecard

for "getting to green". USACE has extensively used this scorecard to assess its past and current human capital management plans and to develop its future initiatives to address areas for improvement. Our assessment of our strategic human capital management plan is addressed extensively in this report and our strategic human capital initiatives are cross-walked to both our own Strategic Campaign Plan and OPM's scorecard assessment criteria.

DEPARTMENT OF ARMY'S STRATEGIC READINESS SYSTEM

As a component of DA, the Corps of Engineers uses DA's Strategic Readiness System (SRS) as both a planning tool and a yardstick for measuring success. SRS is the latest in a long series of Army initiatives to better manage information and knowledge. As The Army transforms, it is integrating the most current information technology into its combat and support forces to create near real time situational awareness at the tactical level and to streamline the logistics tail associated with those forces. The SRS harnesses the latest information technology to enhance readiness reporting. SRS, based on the balanced scorecard methodology, captures data from combat units along with information about installations, infrastructure, employee well being, the industrial base, and sustainment. It ensures all levels of the Army recognize and align their operations to the vision and objectives articulated in The Army Plan (TAP) and measures each element's success in achieving those goals.

The human capital objectives and data the Army Scorecard and USACE will measure is related to staffing the Army, promoting Army values, improving leader development programs, and having the skills in place to meet major readiness objectives. The Corps draft Strategic Readiness System input is at Appendix B.

HUMAN CAPITAL CRISIS?

This report provides extensive demographic data regarding the Corps of Engineers. In some ways, USACE is not very different from the rest of the Federal work force in terms of average age, number of retirement eligibles, and loss rates. In other ways, such as the education level of our work force and our skills mix, we are different. A careful analysis of this data and our assessment of our human capital environment against OPM scorecard criteria suggest our past, current and future actions have, and will continue to avert a human capital crisis that many fear. This does not minimize the need for robust and constantly evolving human capital strategic planning, but reinforces that our Strategic Campaign Plan's focus on people, and more specifically recruiting and retaining a world class work force, developing leaders at all levels and transforming to a learning culture is critical. Key demographics indicators include:

AGE
The average age of the Corps work force at the end of FY 02 was 45.92 years of age (it was slightly lower for our civil works work force – 45.71 years of age). This compares to 41.37 years of age in 1989. Our experience is similar to the Federal work force in the aggregate. However, there are some key differences evident in the demographic data in Appendix E. As a percentage of its work force, the Corps work force employs three times as many 20-24 years old employees than the Federal government as a whole, a reflection of its strong investment in student employment programs. There are deviations from the average that bear noting. These include:

USACE Senior Executive Service -   54.1 years
Construction Representatives (809)   51.2 years
Program Managers (340 Series)   51.0 years
All USACE Supervisors -   50.5 years
Lock and Dam Operators (5426)   49.9 years
Gen Administrative (301)   49.5 years
Maintenance Mechanics (4749)   49.4 years
Small Craft Operators (5786)   49.2 years
Realty Specialists (1170)   49.1 years
Master Tenders (5784)   48.8 years
Engineers (Civil, Environmental,
    Electrical and Mechanical)   < 45.92 years

   While the average age does generate concern over the number of employees who will be retiring in the future, it also reflects employees with USACE have more experience and length of service than in the past. As long as the skills of these employees are maintained and refocused to meet the changing needs of the Corps mission, this is viewed as positive. Based on a review of the changes in our occupational and skill mixes between 1989 and 2001, USACE has continually and effectively reshaped its work force during a period of downsizing.

OCCUPATIONAL AND SKILL CHANGES
Appendix E includes a table that reflects the numbers and percentage of change in the Corps occupational inventory between 1989 and 2001. The following is compelling evidence USACE is incrementally evolving into a work force with an occupational and skills mix to better meet national priorities and missions.

The number of student trainees, or those employees hired under the student career experience program (SCEP) has increased by 260% from 152 employees to 547. These employees are often non-competitively converted from the SCEP program to formal upward mobility positions upon graduation from college. When coupled with the number of interns centrally funded by the Army Civilian Training and Educational Development System (ACTEDS) program and locally hired using Corps funding, there is a sizable intake of future professionals. This number will continue to increase under our strategic human capital plan
The Total Blue Collar work force has declined by 33.96%, outpacing total work force decline of 24.15%.   This change is the result of contracting out some non-core functions and savings achieved from technological advancements.
The number of Environmental Protection Specialists has increased by over 400%; the number of Environmental Engineers increased by 90%; Biologists have increased by 97% and Foresters have increased by 43%.   This reflects a strong commitment to protecting our environment, addressing hazardous waste sites, and assessing the impact of our projects on ecosystems.
There have been significant declines in non-core functions. There are 62% fewer human resource specialists; decreases of over 50% in clerical staff; a 94% decrease in computer operators, a 32% decrease in accounting and budgeting employees, a 50% decrease in contracting support staff, etc.
The Corps use of multi-functional project teams and the project management business process is reflected in a 5900% increase in the use of Program Managers and a 97% increase in the use of General Engineers (as opposed to more specialized civil, mechanical and electrical engineers. Engineering Draftsman declined by over 87% due to the use of automated tools.

Surveying technicians have declined by 56%.
The employment of Attorneys, Contract Specialists and Information Technology Specialists has increased to reflect the changing work of USACE and technological advances.

RETIREMENT ELIGIBILITY

In FY 02, 7.6 percent of the USACE work force was eligible to retire. In FY 06, 22.8 % of the current work force will be eligible to retire (due to accessions and attrition between FY 02 and FY 06, the number of on-board employee who will actually be eligible to retire in FY 06 is projected to be less than 10%). Our forecasting models tell us the percentage of employees eligible to retire bears little correlation to the number who actually retire in any given year. Over the last 25 years, Army experience is that employees, on the average retire 5.75 years after they are eligible. Experience and statistical analysis reflects Army and Corps personnel are highly predictable and that when employees choose to retire is not significantly influenced by downsizing, the economy, or separation incentives. In FY 02, our forecasting tools show that 816 Corps Employees will retire (compared to 2415 eligible to retire). This number peaks at 947 in FY 06 -a 16% increase from current retirement levels. Retirements represent only about 22% of our total losses. Total accession requirements to maintain USACE at a steady state based on projected retirements and other losses is 3654 employees in FY02 and 5780 employees in FY 05. However, it is unlikely the Corps will remain at a steady state due to projected impacts of competitive sourcing decisions. USACE will avert a human capital crisis by its: 1) increased emphasis on outreach recruiting; 2) increased use of existing hiring flexibilities; 3) more frequent use of recruitment incentives; 4) better marketing of the benefits and rewards of a career with the Corps of Engineers; 5) use of new flexibility anticipated by pending legislation; and, 6) implementation of its strategic human capital initiatives. USACE should meet its objective to recruit and retain a world class work force for the foreseeable future.

EDUCATION

As an engineering organization, USACE has always had a work force that is more highly educated than the DA, DOD and the Federal government as a whole. Seventy-five percent of the Corps work force has some college. Fifty-one percent has at least a bachelor degree. Our work force will continue to increase the numbers of employees with college degrees as we divest ourselves of non-core functions that often are clerical, blue collar or technical support. Our investment in training and development and continual emphasis on increasing the number of professionally registered and certified employees, coupled with societal changes, will also increase the education level of our work force. The need for positive education has long influenced our outreach-recruiting program and led us to develop long-term and mutually advantageous relationships with many colleges and universities, non-profit organizations and professional societies. Many of our 41 districts have formal cooperative education agreements with educational institutions in their geographic area and our research and development programs involve active partnerships with many universities. We leverage our relationships with colleges to establish a corporate identity and a source of placement for graduating seniors. Current initiatives continue to expand these relationships and to more efficiently and effectively provide a corporate approach to recruiting that improves the diversity of our work force and eliminates duplication of resources expended on college recruiting and participation in job and career fairs.

Work Force Analysis

USACE, in partnership with the Logistics Management Institute collaborated on the development of a strategic human capital plan at the same time LMI was working with USACE to develop a competitive sourcing plan. The approach used to develop a human capital plan was to assemble information from two major sources: a wide range of documents and databases, and interviews and discussions with Corps personnel and interested parties in the federal community and industry associations. We analyzed the information on the basis of the requirements of OMB Bulletin No. 01-07, and present our analysis in Appendix E. We consider the following concepts as essential organizational objectives and have incorporated them in our work force plan:

Continue to execute our mission and deliver services, on time and within budget, that satisfy our partners and clients.
Maintain the technical competence of our work force to assure delivery of those services.
Evaluate the impending retirement wave, redistribution of the workload, and realignment of the work force.
Competitively source inherently non-governmental functions.
Assess the workload, its projected growth or decline, and determine the non-inherently governmental functions that could be outsourced.
Build on current initiatives for applying a regional approach to delivering services, and restructure all work under project-delivery teams.

Work Force Planning Method

When it was developing the USACE baseline, LMI used its work force planning method and work force planning model. The method and model consist of developing and projecting the supply of and demand for work force components, analyzing the gap between those two, and recommending alternatives for bridging the gap. Appendix F describes the planning method.

Develop the Corps Baseline—"Current Supply"

To develop the Corps baseline, we compiled information about current organizational competencies, current staff demographics, and historic employment trends. The details of this "current supply" are in Appendix G.

2. Project the Corps Baseline—"Future Supply"

Using the historic trends of hiring and other accessions and demographics, such as workers' age and years of service, we aged our current work force to project our future "supply." Appendix F describes how we aged the work force in detail.

3. Develop Requirements—"Current Demand"

We assembled current authorized position requirements on the basis of the FAIR Act database and organized them according to the primary functions of our work force. We accounted for the distribution of our workload among all the activities as a percentage, and the percentage split between inherently governmental activities and commercial activities.

4. Project Requirements—"Future Demand"

Using anticipated trends in future workload, changes in requirements and processes, and competitive sourcing, we projected the future work force requirements, resulting in the "future demand" (both in terms of positions and occupational series). We include more information about the analysis of current and future requirements in Appendix G.

Analyze the Gap

We compared the projected work force supply to the projected work force demand and analyzed the gap between the two. Our gap analysis highlights situations in which the number of personnel or composition of competencies in the current work force will not meet future needs, and situations in which the current work force personnel or competencies exceed the needs of the future supply.

Recommend Alternatives

Using the results of the gap analysis, we identified ways of closing the projected work force gaps.

ORGANIZATION OF THE REPORT

Chapter 2. <u>What is the Corps of Engineers</u>? Provides a general overview of the Corps of Engineers' missions and its statutory and regulatory framework.

Chapter 3. <u>The Corps HR Relationships with DOD and DA</u> It is important to understand how the Corps interrelates and relies on DOD and DA in achieving its strategic human capital goals and objectives.

Chapter 4. <u>Work Force End State</u>. This chapter identifies the Corp's concept of a minimum work force, our core competencies and our competitive sourcing plan which all impact our future work force end state.

Chapter 5. <u>Addressing the OPM Scorecard</u>. This chapter is an assessment of those on-going and future human capital initiatives in relations to OPM's scorecard criteria.

Chapter 6. <u>Inventory of USACE's Human Capital Initiatives</u>. This chapter contains a spreadsheet of existing initiatives, linkages to the USACE Campaign Plan and OPM Scorecard, milestones and key metrics.

APPENDICES

The following Appendices provide key source documents and analysis and data that constitute the foundation of our human capital strategic plan.

Appendix A. USACE's Strategic Vision and Campaign Plan
Appendix B. Draft of USACE's Input to Army's Strategic Readiness System
Appendix C. DOD's Civilian Human Resources Strategic Plan
Appendix D. DA's FY 02-07 Civilian Human Resources Strategic Plan
Appendix E. USACE's Demographic Data and Analysis
Appendix F. LMI's Work Force Analysis
Appendix G. Projected Authorizations Inventory and Gap
Appendix H. USACE's Learning Doctrine
Appendix I. Government Executive Award

Chapter 2. What Is the U.S. Army Corps of Engineers (USACE)?

MISSION

The fundamental mission of USACE is to provide high-quality, responsive engineering services to The Army and the nation. The Corps has five primary mission areas, spanning our stewardship of the nation's waterway system to our contingent requirement to respond to war and disaster needs. Figure 2-1 illustrates the breadth of our mission.

Figure 2-1. One Corps Serving The Army and the Nation
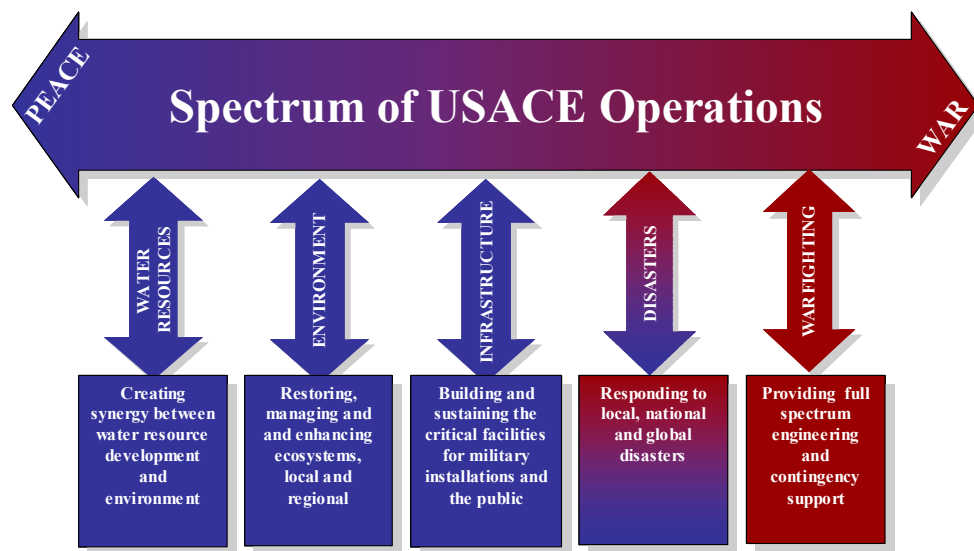
Divided between two primary areas—civil works and military programs—USACE has a vast array of capabilities, utilizing a work force that is highly mobile and interchangeable between these programs. As seen in Figure 2-1, our mission spans peacetime operations including the civil works water resources stewardship and military programs infrastructure support. Employees supporting peacetime missions in both programs are available to mobilize to support contingent disaster and warfighting needs.

The value of all USACE programs in FY02 was $15.2 billion. Of this total, $6.1 billion (40 percent) was used for the civil works water resources development program with the remaining $9.1 billion (60 percent) being managed under the military programs through the use of reimbursable funds provided by elements of DA and DOD as well as other agencies.

Organization

As a DA major command, USACE is well structured to support its mission. We execute command and control through eight major subordinate commands (MSCs), also called Corps of Engineer divisions (Figure 2-2). There are 41 district offices assigned to the eight MSCs with mission assignments consisting of work in support of the military and/or civil works missions. Product delivery is generally provided at the district level. Our engineering research and development center, special program centers, and prime power battalion fulfill specialized functions supporting both our civil works and military programs. In the districts, we assign subordinate area and resident engineer project offices, centers of expertise, and material-testing laboratories.

Figure 2-2. HQ USACE Organization
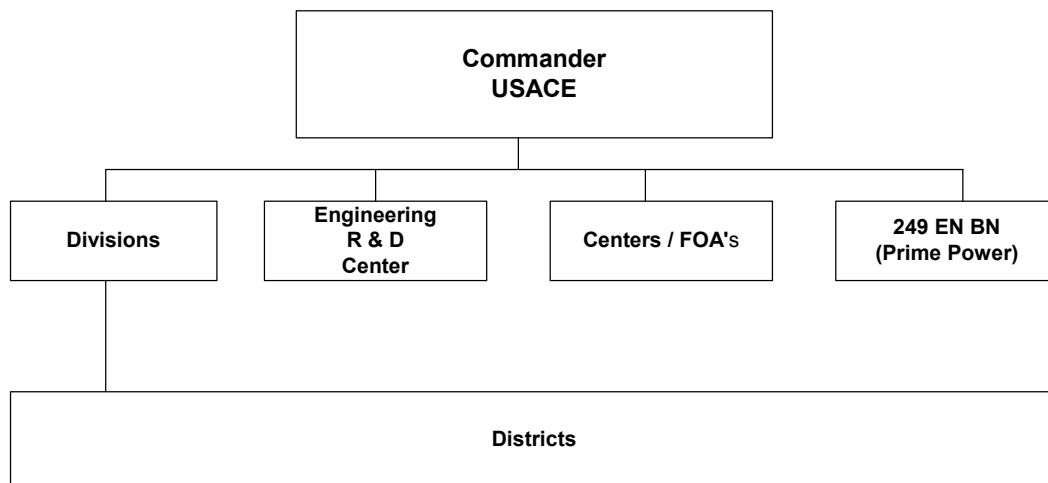
CIVIL WORKS PROGRAM

The Corps is the federal steward for the development, operations, and maintenance of the nation's water resources. This part of the Corps' mission contributes to the national economic development by providing high-quality projects that benefit navigation; reduce flood and storm water damage; protect the environment; provide water supply and recreational opportunities; regulate the work of others in the waters of the United States, including protecting wetlands; help in emergencies; provide hydropower generation; and provide new techniques through the research and development programs for fulfilling each of these responsibilities.
The geography of the nation's river basins dictates the boundaries and organization of division and district areas of responsibility. As shown in Figure 2-3, our civil works operations are managed within major watershed areas which also define our eight civil works division boundaries.

Figure 2-3. Civil Works, Division and District Boundaries

Figure 2-4. Military Construction, Division, and District Boundaries
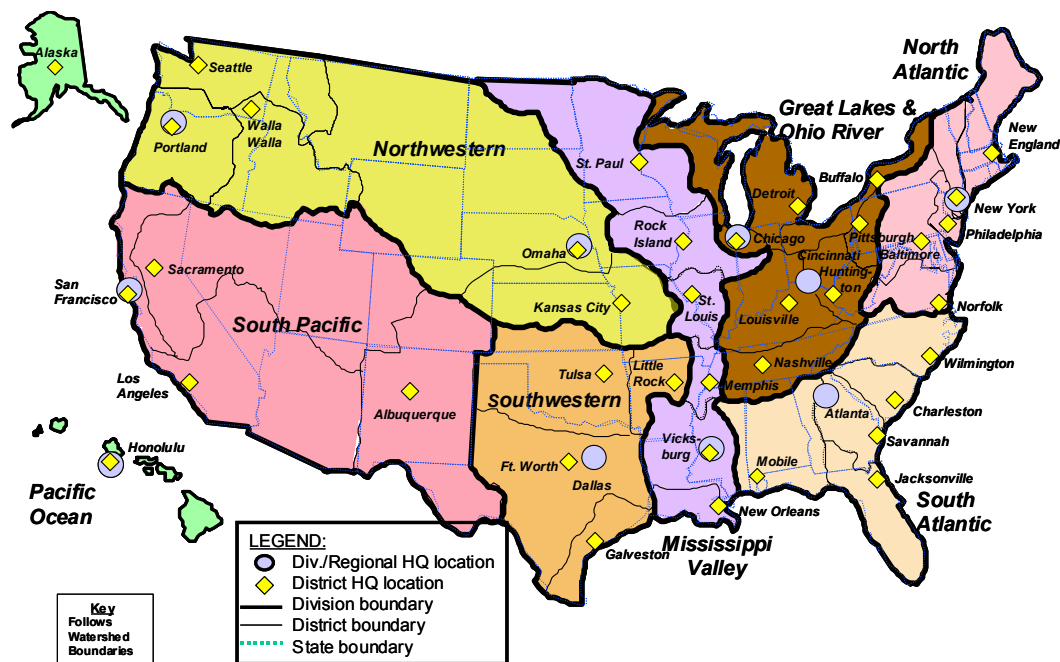
MILITARY PROGRAMS

The Corps is the design and construction agent for major military construction (MILCON) projects for the Army and for much of the Air Force MILCON work. The Corps also supports installation commanders by prviding services to meet installation repair and maintenance of real property requirements. We also collaborate on facility projects with host nations, such as Korea, Japan, and other countries where U.S. forces are stationed, and provide services through the foreign military sales (FMS) program.

Within the United States, the military division boundaries follow state lines, as seen on the map at Figure 2-4.

Thirty-one districts have both civil works and military missions. Not shown on the map are two districts assigned to the Pacific Ocean Division (the Far East [Korea] and Japan districts) and the Europe District, located in Germany and assigned to the North Atlantic Division. Overseas districts have no civil works functions.

Alaska
Seattle
Portland
Northwestern
North Atlantic
Sacramento
Omaha
Chicago
Cincinnati
Great Lakes &
Ohio River
New York
Baltimore
San Francisco
South Pacific
Kansas City
Louisville
Norfolk
Los Angeles
Albuquerque
Tulsa
Little Rock
Southwestern
South Atlantic
Atlanta
Savannah
Honolulu
Pacific Ocean
Ft. Worth
Dallas
Mobile

Key
Follows State/County Boundaries

Districts Outside the US:
Europe (Germany)
Far East (Korea)
Japan

LEGEND:
○ Div./Regional HQ location
◇ District HQ location
▬ Division boundary
— District boundary
····· State boundary

Other Special Assignments:
Huntsville Engr & Spt Center (Chemdemil)
TAC-Winchester (Africa, Bosnia, Mid East)
St Louis District - Archaeology
Philadelphia District-Brokered MILCON
Mobile District (Panama, Puerto Rico, etc)

USACE WORK FORCE TODAY

In terms of numbers, the USACE work force is portrayed as either *authorized, full-time equivalent (FTE),* or *end-strength* positions. We used the FAIR Act-authorized position inventory as the basis for our competitive sourcing plan. We based our human capital plan on people actually employed on 30 September 2001, together with projected employee levels linked to FTEs.

The Corps' current FAIR Act inventory consists of 38,017 positions—the basis for the competitive sourcing plan—of which 37,597 are civilian positions and 420 are uniformed military positions. The human capital plan is based on our 31,740 permanent civilian employees on board as of 1 September 2001.[1]

Of the Corps 38,017 FAIR Act inventory positions, more than 70 percent are assigned to the civil works program, and half of those positions (approximately 13,700 positions) are assigned directly to managing and maintaining the civil works field operations.

Slightly less than 30 percent of the Corps' authorized positions, both uniformed and civilian positions, are devoted to execution of the military programs. Design and construction represent the mainstay of our military program projects; however, the Corps' military programs includes extensive environmental restoration and base infrastructure projects.

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[1] We expect that a gap will always exist between our authorized positions and our FTEs or our year-end strength total positions because (1) some positions are part time, such as summer park rangers, and (2) the budget process normally does not provide funds for every authorized position. We must account for this gap in planning for our human capital.
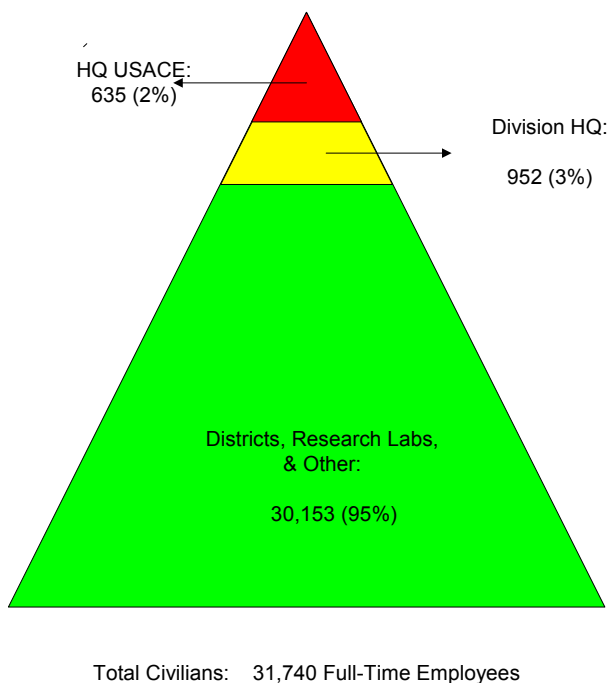
Campaign Plan

The USACE has a comprehensive strategic plan known as the campaign plan (Appendix A). The campaign plan and its accompanying vision statement are well known to all employees and are vital to our strategic human capital plan. USACE developed the campaign plan in collaboration with its stakeholders and aligned it with the president's three principles for government reform—that government be

- ◆ citizen centered,

- ◆ results oriented, and

- ◆ market based.

USACE has adopted these principles and is using them to guide its human capital planning. For example, to help make government citizen centered, 95 percent of Corps FY02 permanent employees work in field offices directly helping our citizens. Figure 2-5 shows the distribution of employees between the field and our headquarters organizations, 95 percent are on the front line serving the customer.

Figure 2-5. Distribution of Full-Time Permanent Employees

HQ USACE:
635 (2%)

Division HQ:
952 (3%)

Districts, Research Labs,
& Other:
30,153 (95%)

Total Civilians: 31,740 Full-Time Employees

# Leveraging the Private Sector

During the last 60 years, the private sector has executed all construction activities for the Corps and an increasingly greater percentage of the planning and design work required for project development. The Corps continually seeks to incorporate the best practices of the private sector into our work. Since a peak in 1983, we have reduced the number of FTEs by 31 percent—from

46,130 to 31,740. Since 1995, our employment level has decreased 12 percent while our workload has increased from $12.1 billion to $15.2 billion, an increase of 25.6 percent in FY02 constant dollars.

We were able to reduce our work force, even with an increasing workload, by leveraging the private-sector capabilities and by increasing the efficiencies and effectiveness of our project delivery process by using technology and streamlined acquisition procedures. As shown in Figure 2-6, in FY01, we used commercial sources for 74 percent of our workload.[2]

*Figure 2-6. Leveraging the Private Sector*
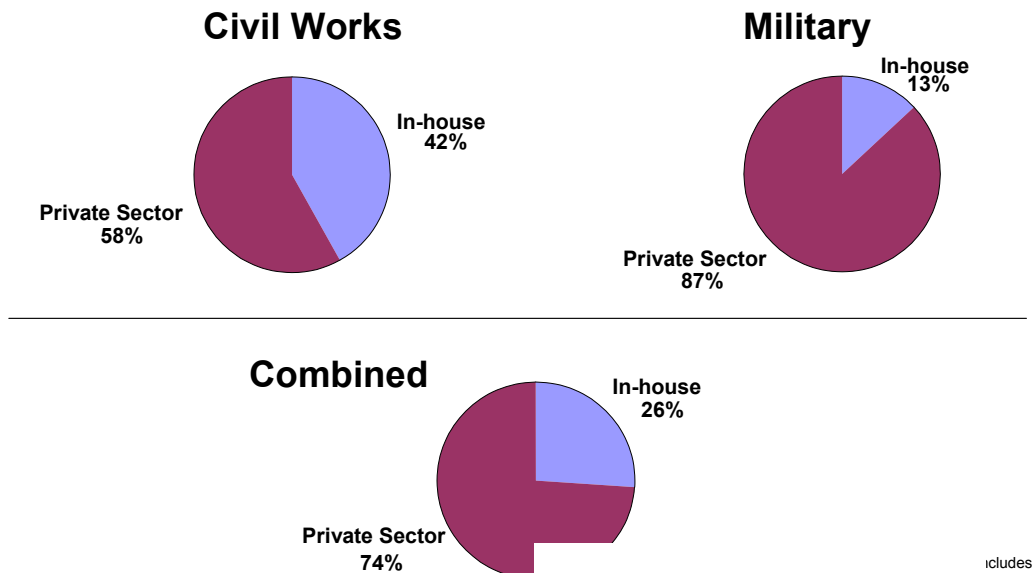
USACE's Core Competency

We define our core competency as the capability essential for achieving our mission. To achieve this essential capability, we must first examine its components, as framed in the following: (1) what must get done—what we do that sets us apart from others, (2) who must do the work— people with critical skills, and (3) how they work together—through effective processes and communication. Each of these components must be present for us to sustain our core competency. Figure 2-7 illustrates the interdependency of the components.

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[2] Figure 2-6 shows that the military program has a larger percentage of its program done by contractors than the civil works program. The reason for this is the greater number of projects that historically are readily contracted out to the architectural, engineering, and construction industries. The overall stewardship functions that are related to civil works require contracts that are more difficult to lay out and manage.

Figure 0-7. Core Competency Components
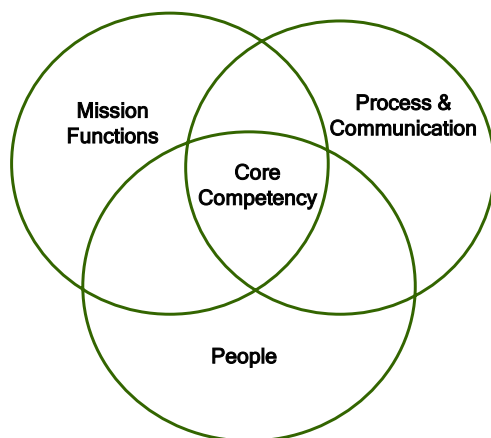
MISSION FUNCTIONS

In the description of our mission, we identified both our stewardship role for the nation's water resources infrastructure and our engineering support for the nation's military as the reason for the Corps' existence. In carrying out that mission, we do some things that are unique and set us apart from others. We must recognize and define those unique functions so we can determine the critical components—processes and people—that we need to ensure fulfilling our mission.

The Department of Defense commercial activity function codes (CAFCs) is an appropriate method for classifying these functions. Using the codes, applicable to all DoD agencies, provides a uniform, consistent approach for defining functions. All of the functions applicable to the Corps, both civil works and military, are outlined in Appendix B. In the appendix, we describe the concept of workload as it relates to the CAFCs. Table 2-1 identifies the functions we consider essential for defining our core competencies. Appendix C contains the corresponding definition.

Table 2-1. USACE Core Competency Functions

Commercial Activity Function	CAFC	Civil Works	Military Programs
Operation planning and control	Y210/Y215	X	X
National mobilization and emergency preparedness management	Y220	X	
Foreign military sales, S&A program management	Y315		X
Research & development; science & technology	R110/R120	X	X
Environmental and natural resources services	E120		X
USACE programs and project management	Z101	X	X
Management of major construction of real property	Z110	X	X
Real estate and real property acquisition	Z120	X	X
Title, outgranting, and disposal of real estate & real property—national programs projects	Z135	X	

Table 2-1. USACE Core Competency Functions

Commercial Activity Function	CAFC	Civil Works	Military Programs
Architect engineering—national projects local projects	Z145/Z148	X	
Minor construction, maintenance & repair of buildings & structures (other than family housing)	Z992		X
Civil works—management headquarters	Q120	X	
Water regulatory oversight and management	Q220	X	
Natural resources oversight and management	Q240	X	
Civil works planning, production, and management	Q260	X	
Maintenance of open waterways for navigation	Q440	X	
Operation and maintenance of locks and bridges and dams	Q520/Q540	X	
Operation and maintenance of hydropower facilities	Q560	X	

PEOPLE WITH CRITICAL SKILLS

People are the foundation of our core competencies. The Corps is most importantly a people organization and its core competencies have derived largely from the significant achievement of its people over many years. Therefore, to sustain our core competencies, we must continue to invest wisely in our human capital resource.

In addition, we already have undertaken numerous initiatives to further reform our work force. Below, we describe two initiatives that are particularly relevant to the President's Management Agenda.

Project Management Business Processes

To bring the business processes of the Corps closer to the customer, the Corps is implementing the project management business process which includes the strategic management of human capital. Work will be managed by project delivery teams that focus on product quality, time and cost. The teams operate in a "plan, do, check, and act" environment resulting in a knowledge-based, learning organization. This also results in a work force able to respond to changing priorities and develop individual competencies.

Structural Reorganizations

Integral to the Corps business strategy in the human resources arena is the reduction of divisions (from 13 to 8 during the past 5 years) and a refocusing of division offices into regional business centers that focus on resources at the division level. The division commanders are better able to redirect workload and leverage district capabilities with specific requirements. As district demographics change, we will be prepared to utilize unique capabilities throughout the regional business center. Additionally, this transformation brings us closer to the customer with a more market-based approach to the manner in which we conduct the business of the Corps.

PLANNING FOR COMPETITIVE SOURCING
AND HUMAN CAPITAL MANAGEMENT

The mandate that all federal agencies comply with the PMA gives us an opportunity to develop a comprehensive, integrated strategic plan for ensuring that our work force is right-sized; that it has the right knowledge, skills, and abilities; and that it is structured to do its mission cost-effectively and to meet changing needs in the future.

Minimum Work Force

Although our work force represents important technical capabilities today, we examined the competitive-sourcing environment to see if more of our in-house technical work force could safely be turned over to our private-sector partners. To make that assessment, we examined both the types and numbers of skills and other demographic data. We also tasked our consultant, LMI, to interview a sample of our industry partners, as well as our own senior leaders, to get their opinions about how much of the workload could be safely outsourced and what part of the workload the Corps should retain. Although these interviews are somewhat subjective, the industry partners unequivocally stated that regardless of the level of outsourced work, technically competent Corps team members *must* provide the technical guidance to industry to both clearly define what is to be contracted and to verify that the product meets the customer's needs. The results from our competitive sourcing study have been considered in developing our strategic human capital plan.

Statutory and Regulatory Framework

Congress has codified the Corps' authority and responsibilities in legislation that requires the Corps to continue performing its broad range of responsibilities. Laws specifying the federal role in developing water resources are extensive. Similar to the legislation authorizing the civil works, a number of statutes define the Corps' military mission. Below we list some prominent legislative controls.

- The General Survey Act of 1824 is the legislation that the Corps generally considers the beginning of its permanent involvement in civil works. The act authorized the president to use Army engineers to survey routes for roads and canals. A separate measure appropriated $75,000 to employ public engineers for improving navigation on the Ohio and Mississippi rivers.

- The River and Harbor Act of 1899 and 33 USC 1344 authorizes the Corps to regulate activities in navigable waters through permitting.

- The Flood Control Act of 1936 recognized flood control as a proper activity of the federal government and gave responsibility for most flood control projects to the Corps.

♦ Flood Control Coastal Emergency Act, P.L. 84-99 of 1955, and the Stafford Disaster and Emergency Assistance Act P.L. 93-288 of 1974 authorize the Corps of Engineers to respond to certain emergencies. Under PL 84-99, the Chief of Engineers may spend funds for preparing for and fighting floods, making rescues, controlling floods, repairing and restoring flood protection, dredging during emergencies, and supplying clean water in an emergency. Under the Stafford Act, the Corps supports the Federal Emergency Management Agency (FEMA) in carrying out the federal response plan, which calls on 26 federal departments and agencies to provide coordinated disaster relief and recovery operations.

10 USC 2851 authorizes military construction. Military construction is carried out under the direction and supervision of the Secretary of the Army, acting through the Chief of Engineers. The Chief of Engineers is designated to direct and supervise military construction and military family housing projects for the Army. Table G-1 contains a summary list of the key statutes.

Table G-1. Table of Main Corps Legislative Authorities

Authorities and statutes	Purpose or abstract
General Survey Act of 1824, 4 Stat. 22-23.	The Corps generally traces its permanent involvement in Civil Works to this legislation
10 U.S. Code. 3031	Chief of Engineers listed on Army staff
10 U.S.C. 2851	Chief of Engineers designated to direct and supervise military construction and military family housing projects for the Army
P.L.74-738 (Ch. 688), 22 June 1936, Flood Control Act of 1936	Authorizes Corps to provide flood protection for entire U.S.
Ch. 425, 3 March 1899, River and Harbor Act of 1899 and 33 USC 1344 (aka, 404 permitting)	Authorizes Corps to regulate activities in navigable waters through permitting process
P.L. 84-99 (Ch. 194), 28 June 1955, Flood Control Coastal Emergency Act and P.L. 93-288, 22 May 1974, Stafford Disaster and Emergency Assistance Act	The Corps of Engineers responds to emergencies under these two basic authorities. Under the Stafford Act, the Corps supports FEMA in carrying out the federal response plan, which calls on 26 Federal departments and agencies to provide coordinated disaster relief and recovery operations.
10 USC 2701	Defense Environmental Restoration Program
Energy and Water Development Appropriations Act, 1998–2001. Key language contained in P.L. 106-60.	Authorizes FUSRAP (Formerly Utilized Sites Remedial Action Program)
Engineer Pamphlet 1165-2-1 (381 pages) http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep1165-2-1/toc.htm	Great overview of the Corps civil works program and authorities

Chapter 3
Corps' HR Relationships with DOD and DA

It is the Corps's civil works program that is focus of the OMB and OPM and that results in the Corps being designated an "agency" for the purposes of the management scorecard. However, in terms of human capital management, the Corps does not operate with the autonomy and independence of the other 21 agencies being "scored". It is important to understand the context in which the Corps' human capital management program must operate if one is to assess the overall quality and scope of its human capital management.

As a major command (MACOM) in the Department of the Army, the Corps is a component of both Army and the Department of Defense. In this regard, DOD and DA significantly contribute to the Corps' robust human capital program. While there are obligations and limitations established by the DA/DOD relationships, the Corps' emphasis is on augmenting the core programs offered by DA/DOD. By creating a comprehensive human capital management program that integrates and complements the many offerings of DA/DOD, the Corps is able to tailor its human capital management program to its unique needs without totally reinventing the wheel and duplicating resources and efforts.

The following briefly highlights a few of the functions DOD and DA perform for the benefit of the Corps of Engineers and other military organizations, and programs which form the foundation of the Corps human capital program.

DEPARTMENT OF DEFENSE

Legislation

DOD has primary responsibility for interaction with OPM, OMB and Congress regarding submission of legislative proposals and execution of legislation. While the Corps' human capital strategy is predicated on maximizing use of existing flexibilities in legislation and policy, there are some barriers to effective human capital management that can only be effectively overcome by new legislation. The Corps effectively partners with the Department of Army since it is a conduit for legislative proposals to DOD. For example, Corps strongly supports two key components of DOD's alternate personnel system.

The Corps advocates the expansion of pay-banding as a tool for overhauling the existing classification systems and linking compensation to individual and organizational results. Our experience with pay-banding in our research and development laboratories demonstration project highlights the benefits of pay-banding. It permits employees to progress within a pay band

based on personal contributions to the mission and merit factors. Pay banding reduces the tremendous costs associated complying with the current General Schedule classification system and the production of detailed and lengthy job descriptions. It reduces the costs required for administering merit promotion plans to move internal employees between the overly stratified GS grade structures. By reducing the of need and cost of personnel transactions which only serve to move current employees to different positions within the Corps, more scarce resources are available to effectively recruit the external candidates needed to replenish the Corps' quality work force. Pay banding also provides managers the ability to directly link compensation and performance results, and to more effectively influence employee performance.

Expanded hiring flexibility is the other key component of the Corps' human capital strategic plan dependent on legislation. DOD's current legislative proposal to establish an alternate personnel system (APS) permits more direct hiring (while preserving merit principles and veterans preference). To effectively recruit the engineers and other professional occupations that comprise the Corps' core competencies in competitive and shrinking labor markets, less bureaucratic and rules-oriented hiring policies are required.

Through its interaction with Congressional committees overseeing water resources and environmental stewardship, the Corps has limited opportunities for addressing human capital management issues. Most significant legislative proposals are worked in concert with Army under the DOD umbrella.

Personnel Policy.

DOD significantly affects the personnel policies and programs under which the Corps operates. While DOD has delegated authorities and eliminated some regulations over the last decade, many still remain that impact the Corps human capital strategic management. These include policies on overseas employment, its priority placement program, and wage fixing authority for wage grade, floating plant, lock and dam and hydroelectric power personnel.   DOD provides implementing guidance and policy on recruitment incentives, separation incentives, permanent change of station travel, and other matters affecting the employment, compensation and benefits of employees. DOD policy governs the qualification requirements for groups of positions such as acquisition and education policy, the allocation of SES spaces, and pay and leave issues.

Information Technology and Automated Systems.

Beginning with the deployment of the Modern Defense Civilian Personnel Data System (MDCPDS), DOD began its major efforts to standardize automated personnel systems across all DOD components. The development and deployment of automated systems by DOD significantly impacts the Corps and its human capital strategies. Modern DCPDCS has impacted business processes, the availability of data and information for strategic and operational purposes at all command levels, hardware and communication networks, training programs, and

the ability to provide current employees the type and quality of personnel service they deserve. DOD's decision to use RESUMIX as its automated staffing application impacts the interaction with the labor markets and application processes. DOD, through the Defense Finance and Accounting Service's Defense Civilian Payroll System (DCPS), affects how efficiently and reliably employees are paid. The extent to which these systems are user-friendly and intuitive affects the ability of managers to effectively manage human capital programs. The ability of Modern DCPDS, DCPSs, RESUMIX, and other DOD-driven system to seamlessly interface with Corps- unique applications such as the Corps of Engineers Financial Management System (CEFMS) affects human capital management. There are other examples of DOD automated systems such as those which support reduction in force and priority placement programs which impact the Corps.

Leader Development

As part of its commitment to develop leaders at all levels, the Corps incorporates DOD leader development programs such as the Defense Leadership and Management Program and senior service schools (e.g. the National War College and the Industrial College of the Armed Forces) into its human capital strategic plan. Participation in such programs assures senior Corps employees are developed to meet the long-term leadership needs of the Department of Defense and the Corps of Engineers, and reduces the need for the Corps to exclusively develop sources of leader development. The Corps is able to devote its limited resources to complement training and development opportunities offered by DOD, or to target work force segments other than those for which DOD designs its programs.

Resource Management

DOD impacts the resources available to the Corps and in support of its human capital strategic plan. For example, its decision to impose a servicing ratio of 1 human resource specialist for each 88 employees in the DOD work force generated large reductions in the number of Corps human resource specialists. Its decision to regionalize civilian personnel services similarly impacted the resources and services the Corps managed in support of it human capital management. After regionalization, the Corps reimbursed Army for production-oriented operational services provided by Army's regional Civilian Personnel Operations Centers, rather than provide the full-range of personnel services with Corps employees.

DEPARTMENT OF THE ARMY

Personnel Policy

Like DOD, DA establishes policies and regulations that significantly impacts the Corps'management of human capital. Some of the many examples includes reduction in force approval processes, allocation and classification of

SES positions, application processes, roles and responsibilities of Civilian Personnel Advisory Centers and Civilian Personnel Operations Centers, dual compensation waivers, delegated examining authorities, and career program referral processes. The Corps' Director of Human Resources serves on a Board of Directors for Army's civilian personnel community and influences the policies of Department of Army. The Corps, along with other MACOMs is routinely consulted reference policy development matters and is able to influence policy to best support its human capital strategies.

Operating Personnel Services.

Since regionalization, the Corps has received many operating personnel services from regional Civilian Personnel Operations Centers that are managed by the Civilian Personnel Operations Center Management Activity - a Department of Army field operating activity. Many activities that significantly impact human capital management are performed by the CPOCs. This includes the development and distribution of vacancy announcements, the development of application processes, the rating and qualification of applicants, the generation of referral lists, pay setting, reduction in force administration, processing personnel transactions, classification decisions or advisory opinions, personnel data availability, accuracy and reporting, and administering the priority placement program. In addition, CPOCMA centrally manages the processing of health and life insurance decisions, retirement processing and survivor benefits. While the Corps actively partners with DA, CPOCMA and individual CPOCs, and the CPOCs are customer-oriented, it is important to understand the significant role these organizations have on the Corps human capital management activities.

Automated Applications

The Corps of Engineers relies heavily (but not exclusively) on Department of Army for the development, management and operation of many automated applications that are vital to the Corps' human capital management strategic plan. The following are some examples:

Modern DCPDS. Enhancements to the Modern DCPDS system that are in support of the human capital strategic plan are handled by a Configuration Control Board at Department of Army which represents the Corps and other MACOMs with DOD staff.

CivPro (Civilian Productivity). DA developed and manages an application that is integrated with Modern DCPDS. CivPro reports provide HQDA staff, CPOC directors, and MACOM staff with monthly statistics on personnel workload at each Army Region. The CivPro data is compiled monthly from appropriated-fund records in the HQ ACPERS, DCPDS, PERSACTION, and Priority Placement Program systems. The reports include Army-wide, Region, CPAC, Command, and Unit breakouts. A number of pie, line, and bar graphs are available. USACE monitors the performance of CPOCs, its managers, and CPACs using CivPro data. This valuable application is a key source of

metrics for production processes such as time to fill jobs, time to make selections, time to process non-recruit actions, number of actions processed using a number of variables, etc.

Army Regional Tools. Army Regional Tools is a collection of applications that presents real time data for managers, human resource specialists and command levels on human resource activity. By developing user-friendly, standard reports and analysis across Army, the Corps is able to corporately view the work being accomplished in all the regional operations centers, have one source for employee and position information, a pay problem data base. The tools provide web-access to Notification of Personnel Actions. It provides visibility to all requests for personnel actions in the pipeline, from the moment they are created by a manager or administrative assistant, to they are completed and closed by the operations center staff.

Activity-Based Costing. The Headquarters, Corps of Engineers Civilian Personnel Advisory Center is a test site with the North Central Civilian Personnel Operations Center on a new automated application that provides that ability to cost all human resource activities based on customers, occupations, geographic locations, grade levels, etc. This data will be a valuable source for metrics, will permit comparison of the costs to do business by Army personnelists against other sources, and will permit more accurate cost-benefit analysis in the human resources business.

FASCLASS. Fully Automated System for Classification (FASCLASS) is a centralized database at HQDA that gives access to active position descriptions and position related information throughout Army. The Corps actively uses this database as a source of good position descriptions, and as a tool for assuring classification consistency.

Workforce Analysis Support System (WASS+)/Civilian Forecasting System (CIVFORS.) The Workforce Analysis Support System *(WASS+)* is the single system used for analyzing historical trends for the civilian Army. *WASS+* uses advanced statistical algorithms in combination with the latest data warehousing and Internet technologies to provide support for analysis of strength and personnel action data to personnel managers in the field. The Corps has a number of staff trained in the use of the application and data and analysis from the WASS+ system was the source of much of the demographic data in this report. The Civilian Forecasting System (CIVFORS) uses the historical data in WASS and sophisticated modeling techniques to provide the Corps the ability to accurately forecast accession requirements, loss rates for the next five years. Corps has the ability to develop forecasts based on specific assumptions and has the capability to use this information in our strategic planning and long-range budget forecasting. It was used in the development of some of the information included in this report. While its use has been limited to date, recent training, and several strategic initiatives will increase CIVFORS' use over the next few years.

AKO, Army Knowledge On-Line. AKO is a central gateway to Army Knowledge Centers. It is accessible from any Internet connection and is user customizable and configurable. In the near future, Army employees will be able

to access the gateway with the an Army Common Access Card. AKO provides standardized, encrypted email capability for all soldiers and DA civilians and is valid for entire length of service, wherever individual is assigned. The use of AKO is growing and its use has strategic value for the human resources community. All human resources applications and data will be available through AKO, thus eliminating the need for multiple user-ids and passwords necessary to control access and maintain systems security.   AKO supports our transformation to a learning organization and provides collaboration centers that facilitate the use of virtual teams and organizations that are becoming more prevalent in the Corps and which have strategic implications for the management of human capital.

Training and Leadership Development

The Corps significantly benefits from many training and development programs managed by the Department of the Army.

In FY02, the Corps had approximately 142 Army funded interns who receive extensive on-the-job and formal training coupled with developmental assignments. At the completion of a two-year training period, the interns are non-competitively converted to permanent spaces.   In FY 03, this number is expected to grow to approximately 165 and then double in FY 04.   In addition, Corps human resources offices provide rotational assignments for human resource interns that are assigned to CPOCMA. In addition, the Corps invests its own labor dollars to hire several hundred local interns. The Corps has an agreement with Army to use some of the intern spaces to hire students under the student career experience program and regularly has hundreds of these SCEPs on its rolls. These SCEPS and interns are a critical intake source for the Corps. In addition to funding the interns, Army also provides the Corps ACTED funding for long-term training and executive development.   While the funding is insufficient entirely meet the Corps long-term human capital requirements, this centrally funded program reflects Army's commitment to providing a strong intake of new talent and its commitment to invest in such talent.

The Corps routinely has many employees taking advantage of Army-funded leadership development opportunities. These include Personnel Management for Executives, Organization Leadership for Executives, Sustaining Base Leadership Management, and the Army War College. While the Corps invests it own dollars in other training and leadership opportunities, Army provides a solid foundation on which to build.

Army provides centrally-funded training for many basic and advanced human resource courses at CPOCMA. While the Corps will also use other training sources, our first preference is to avail ourselves of the Army-specific training available at CPOCMA.

Army FY 02-07 Civilian Human Resources Strategic Plan.

While it is the Corps Strategic Campaign Plan that is the primary focus of the Corps Human Capital Strategic Management Plan, it is important to note that the Corps actively supports the execution of Army's Civilian Human Resources Strategic Plan which is available on the web at http://cpol.army.mil/library/armyplans/sp02-07/index.html and which is included at Appendix ___. The Corps annually reports to Army on its execution of key action items and is an active partner through the Board of Directors on establishing the key goals and objectives of the entire Army human resources community as it strives to meet the strategic needs of the missions and soldiers we support.

Civilian Attitude Survey.

Department of Army has annually surveyed it workforce for many years. In FY 01, this survey became web-based and 100% of Army employees were given the opportunity to respond. While Army extensively uses survey data to assess the strengths and weaknesses of its human capital program, the survey data is also segregated for the Corps as an organization, and for each major subordinate command and district. Each Commander or Director is able to assess the specific responses from his or her employees and supervisors and incorporate these results into an action plan. To assist local managers and human resources specialist interpret and strategically apply the survey results, Army has developed an excellent Guide to Data Analysis and Action Planning. Each District is provided a Critical Components Analysis that at a glance shows local officials those composites and items that are higher priorities to focus on for important outcomes. This survey data not only provides priority emphasis areas and areas to reinforce and maintain, it is a valuable source of metrics for measuring customer satisfaction, employee morale, and other key human capital indicators. While the Corps is only beginning to explore the value of this important tool, it is a key component of our human capital strategic management plan.

Summary

In summary, the Corps is both constrained, and extensively supported, in many important ways, by being a component of Department of Defense and Department of Army. The Corps human capital strategic management plan complements the many programs offered by DOD and DA and it is therefore important to appreciate the environment in which the Corps operates to fully understand its total human capital management program.

Chapter 4. USACE Future Work Force

The concept of a minimum federal work force originates from the fundamental Corps mission and its authority. USACE asked LMI to independently evaluate the Corps minimum federal

work force. For determining the minimum federal work force, we first defined what we are tasked to do, then we identified the authority granted for both guiding and setting limits on the methods we use to fulfill our mission. Our mission spans a range of responsibilities from stewardship of water resources through our civil works program to supporting military infrastructure and mobilizing the military as prescribed by the Department of Army.

Because we already rely extensively on the private sector to do a significant part of USACE's work, we consider the people required to manage the process that acquires and oversees contractors as a vital part of our minimum federal work force. Industry representatives expect to work under contracts that Corps professionals develop, negotiate, and manage. Industry representatives also expect the Corps professionals not only to be contracting experts, but also to be technically knowledgeable so they can help with identifying technical requirements, interpreting customer needs, and interacting with external organizations, such as state regulators, community action groups, local governments, and military commanders. The minimum federal work force, therefore, must have the expertise for managing projects, beginning with the requirements and planning phases, and through the execution and closeout phases. If the level of work force falls below the minimum federal work force, some mission assignments will be unfulfilled.

The project-delivery team (PDT) is the primary work force element, whether a team is actually to do the work or simply to manage and oversee work contracted through an industry partner. The composition of the team varies significantly depending on project size, complexity, skills needed, and customer demands. One environmental engineer visiting a site to evaluate pollution potential may constitute a PDT. Or a few dozen engineers, architects, scientists, financial and procurement experts, together with a large field organization to ensure that the contractors deliver work as specified in the contracts, could constitute a PDT for a multimillion dollar project. The Corps' minimum federal work force must accommodate the PDT assignments forecast for the foreseeable future.

Each field organization requires a minimum federal work force to maintain minimum operations. The operations include managing finances, human resources, and information; public and legal affairs; logistics; and safety. Some functions for these operations were outsourced previously; however, we further scrutinized these operations to determine how many more positions could be effectively competed under current guidelines. We considered a number of positions in each of these functional areas as inherently governmental and they constitute a segment of the minimum federal work force.

To sustain the expertise needed to manage the primary work that is done by our contractor partners, we need to recruit, develop, and retain the core expertise of our project delivery teams. A primary part of that retention, which encompasses recruiting, developing, and retaining the work force, is giving our professional and technical employees a minimum amount of hands-on work experience. Professional and technical employees would be ineffective in overseeing our contractors credibly unless they have current practical skills developed from hands-on experience. We estimate we can sustain our minimum federal work force by reserving 30–40 percent of our planning and design program for our in-house staff, the balance of which can be directly outsourced. Therefore, the minimum federal work force consists of a cadre of technical professionals and support personnel who perform tasks inherently governmental or essential for sustaining core competencies. The remaining positions that can be contracted out require some

oversight. For all reviewable positions, we designated a low, medium, or high level of oversight and allocated a percentage of oversight to each level.

By using this concept, we estimated the need for a minimum federal work force of 28,550, as depicted in Table 4-1.

Table 4-1. Comparisons Between Current and Minimum
Federal Work Force Levels

Personnel classification	Current federal level	Minimum federal level
Engineers and scientists	12,103	11,150
Other professionals	3,504	1,875
Administrators and managers	5,552	3,600
Technical support	3,551	3,200
Clerical and administrative support	4,752	3,100
Trades, crafts, and others	8,555	5,625
Total	38,017	28,550

The minimum federal work force level reflects a shifting toward technical professional specialties, i.e., core competencies. For example, we reduced the number of Corps engineers and scientists by 8 percent; however, the percentage of this category comprising the total work force increased from 32 percent at the current level to 39 percent at the minimum level. Combining the categories of other professionals with the engineers and scientists increased that work force segment from 41 percent of the current work force to 46 percent of the minimum federal work force.

The increase in subject-matter experts (SMEs) is essential for managing our workload through the regional business centers (RBCs). The concept of RBC will help to improve the efficiency of our business processes by ensuring that we have a sound balance of work to match our skill mix across our organizational structure. In the past, we expected each district to manage its own resources according to its assigned mission and historic work force profile. As our workload increased and the number of FTEs declined, we had to leverage our base of skills across a wider organization. This regional approach also enables us to expand work force development, including training the work force and assigning people to projects for specialized experience.

Although important technical capability is retained as part of our work force today, we decided under the competitive sourcing environment to see if more of our in-house technical work force could be turned over to our private-sector partners safely. For this assessment, we examined both the types and numbers of skills, along with other demographic data. The results of our assessment led us to conclude that we needed a competitive sourcing plan and the end results of our competitive sourcing plan were factored into our future end state and strategic human capital management plant.

POSITIONS SUBJECT TO COMPETITIVE SOURCING

Table 4-1 details our schedule for competitive sourcing for both the civil- and military-funded programs.

Table 4-2. Number of Positions Scheduled for Competitive Sourcing,
by Fiscal Year

Program	FY03	FY04	FY05	FY06	FY07	FY08	Total
Civil works	1,022	356	1,137	1,790	1,035	371	5,711
Percentage[a]	7%	2%	7%	12%	7%	2%	**37%**
Military[b]	282	70	172	16	621	620	1,781
Percentage[a]	5%	1%	3%	1%	12%	12%	**34%**
Total	1,304	426	1,309	1,806	1,656	991	7,492

[a]Percent of reviewable positions based on Corps-proposed FAIR Act inventory.
[b]Requires coordination with the Department of the Army.

Table 4-2 shows the overall effect of the number of positions scheduled for competition for each program on the Corps.

Table 4-3. Composition of Positions

Positions	Civil funded	Military funded	Total
1. Total FAIR Act Inventory	27,850	10,167	38,017
2. Inherently governmental	12,437	4,921	17,358
3. Reviewable	15,413 (55%)	5,246 (52%)	20,659 (54%)
4. Does not meet criteria[a]	9,702	3,465	13,167
5. Competitive sourcing	5,711	1,781	7,492
6. Percentage of reviewable	37%	34%	36%
7. Percentage of total authorizations	21%	18%	20%

[a]Positions that do not meet the criteria that the MSC representatives and Corps leadership developed for competition.

The positions scheduled for competition in the competitive sourcing plan total 7,492. However, the minimum federal work force level has been determined to be about 9,450 (38,000 less 28,550) positions below the current FAIR Act inventory. We have not planned the competition for the other 1,960 positions (9,450 less 7,492) because they do not meet the criteria developed by the Corps' leadership and field representatives.

Chapter 5. USACE Strategic Human Capital Plan -- Addressing the OPM Scorecard

This section of the Strategic Human Capital Plan focuses on aligning current and future HC initiatives from the USACE Campaign Plan with the OPM Scorecard. The implementation plan at Chapter 6 will focus more on ongoing and future initiatives and on metrics.

OPM SCORECARD

1. Strategic Alignment

> *"Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans and budgets."*

SHARED VISION: THE USACE STRATEGIC CAMPAIGN PLAN

USACE's mission, direction for the future, core values, goals, objectives and expectations are clearly defined and well-communicated primarily through the USACE Strategic Campaign Plan which is available to all employees on the HQ USACE web-site (Appendix A). The plan provides common foci for all mission areas at all levels of the Corps. The document drives how we do business, how we learn, and how we communicate. More importantly,for the purposes of this scorecard, it demonstrates the integration of human capital planning with agency strategic planning.

Human resources have been recognized as a strategic tool for change management and issue resolution. Human resources staff members play important roles in all phases of USACE management decision processes, strategic planning and resource decision-making. HC systems are aligned with USACE visions and goals and flexibilities and tools are utilized in strategic planning. USACE progress in this area was publicly acknowledged when the Alan K. Campbell Public Affairs Institute of Syracuse University's Maxwell School of Citizenship and Public Affairs along with the *Government Executive* magazine distinguished the Corps with a top ranking for human resources. (Appendix I). USACE HR received an "A" rating. Of the 20 agencies evaluated, only USACE and the Coast Guard achieved this top rating.

We recognize that our work force is the key to fulfilling our mission. The USACE strategic campaign plan includes people as one of three interdependent strategic goals:

- ♦ People

- ♦ Process

- ♦ Communications

- A committee manages planning for each of these strategic goals with interdisciplinary and multi-level membership (field and headquarters, senior and emerging leaders). This demonstrates that all levels of leadership are involved in development of HC strategies, and that *all* strategic planning and management is participatory, rather than single-focused and top-driven. This style of management and strategic focus enables broad-based buy-in and alignment of initiatives and plans.

- The people goal as stated in the campaign plan is straightforward:

"People are the foundation of the Corps: our effectiveness, our value, our reputation. We inspire the public's trust through our technical and professional excellence and our stewardship of the nation's resources. Our leaders inspire enthusiasm for our vision, mission and our service ethic. We respect, value and encourage each other. Empowered, we create a better organization that helps us realize our full potential for serving the public good. We are the public engineering employer of choice!"

Tied to the goal are three major objectives. Each objective includes strategies to specifically target the objective. Each objective and strategy is discussed later in this section and addressed in the implementation plan. The three people objectives are to

- attract and retain a world-class work force,

- create a learning organization, and

- develop leaders at all levels.

HUMAN CAPITAL FOCUS:

USACE utilizes a comprehensive and coherent framework of human capital policies, programs and practices that are designed to assess HC programs and determine strategic direction:

USACE LEARNING ADVISORY BOARD (LAB) and Learning Network. The LAB is the driving force behind two of the three people objectives: create a learning organization and develop leaders at all levels. The LAB had broad field representation as well as participation by emerging leaders. This board communicates directly with the Commanding General (CG) and his Deputy as well as integrating initiatives with the People Committee. The Learning Network is developing the platform to deliver learning resources to all team members. More on the network is found in the section below on Strategic Knowledge Management.

PEOPLE COMMITTEE is charged with implementing the People Section of the Campaign plan, and with ensuring the people initiatives maintain a strategic focus.

COMMAND STAFF INSPECTIONS have recently been re-focused to determine progress with the three elements of the campaign plan (people, process, and communications). The inspections are also treated as learning experiences and focus on identification and sharing of lessons learned and best practices.

AFTER ACTION REPORTS: After action reports are part of the culture of the organization and will be available to all employees through the Learning Network.

BALANCED SCORECARD: To enhance strategic management and measurement, DA and USACE have adopted an initiative to use the balanced scorecard approach to assess Army readiness for performing its assigned missions (Appendix B). It will complement, and then perhaps replace, an older system with thousands of reported data elements. This system design shows high-level metrics, combining lagging and leading indicators.

EMPLOYEE UNDERSTANDING – SHARED VISION

One key measure of aligning the policies with the strategic goals and mission is ensuring the work force

- ♦ understands the mission, vision, and strategic objectives; and

- ♦ understands how each employee's job contributes to meeting the organization's goals.

USACE uses a combination of methods to ensure employees' understanding of these two concepts. We have an excellent training tool required for all new employees; a CD-ROM called the **CorpsPath**. The CorpsPath CD contains an overview of USACE history, mission, vision, and strategic goals, and then detailed information about five focus areas (capable work force, knowledge management, business process, corporate relationships, and Army support). In addition, our strategic campaign plan is available to employees on line.

The CG is personally focused on transforming the Corps into a highly performing learning organization where sharing knowledge, working in teams, planning and empowerment are valued. LTG Flowers reinforces these values at every opportunity. He speaks at town hall meetings both at the division and district level as well as the HQ (where technology allows employees to view the proceedings from their computers). At his direction, each Corps employee has a "Just Do It" card, a visible reminder of his vision for a culture of empowerment. The focus of the August, 2002, Annual General Officer/Senior Executive Conference was "USACE – Leadership for the Learning Organization." Over a period of two and one-half days senior leaders participated in a number of activities designed to reinforce the tenets of a learning organization and to learn what they, as leaders, needed to do to ensure full implementation of the learning organization. The group dealt with case studies and after action reports with a focus on learning from both successful and unsuccessful cases. It is important to note that this year's group of emerging leaders and a select group of former emerging leaders who "shadowed" a senior leader also attended the conference – an indication of the value USACE puts on identifying and developing the leaders of the future.

In the FY01 Army civilian attitude survey, the number of USACE personnel who believed managers communicate the organization's mission, vision, and priorities exceeded the Army average for both supervisors and employees, as shown in Table 5-1.

Table 5-1. Results of the Army Civilian Attitude Survey (in percent)

	Favorable	Neutral	Unfavorable
Total Army civilian employees	66	18	16
Total USACE civilian employees	72	16	12
Total Army civilian supervisors	75	12	12
Total USACE civilian supervisors	81	10	8

MANDATORY PERFORMANCE OBJECTIVE: All USACE employees, GS-13 and above, have a mandatory performance objective that addresses expectations for their involvement in institutionalizing the Project Management Business Process (PMBP). By this means leaders are held accountable for communicating organizational missions, priorities and business processes.

LINKING MISSION TO PERFORMANCE MEASUREMENT: USACE policy is to link mission to performance objectives and performance measurement. To that end we are using the Mission Essential Task List (METL) to link mission to performance measurement. We are in the process of taking that one step further by automating that process and producing a list of individual and organizational training requirements that have been prioritized according to mission requirements. One Division developed an Automated Training Management Program (ATMP) which automates the process described above. That program is currently being tested in two divisions will be evaluated to determine if it should become a corporate system and receive approval through the CIO AIS approval procedures.

2. Workforce Planning and Deployment and 5, Talent:

"***Agency is citizen-centered, delayered and mission-focused, and leverages e-government and competitive sourcing.***" "***Workforce is ideally positioned, both geographically and organizationally, to serve citizens and accomplish its missions and goals***".

As discussed in the gap analysis section of our competitive sourcing report and Appendix E on demographics, we recognize the importance of quantifying our future requirements so we can develop a strategic plan for ensuring we have the right number of people with the right skills available to meet our mission. People objective #1 in the USACE campaign plan is to attract and retain a world-class work force.

Following is a list of strategies that support this objective:

- ♦ Value and enhance diversity

- ♦ Sustain technical, management, and leadership excellence

- ♦ Attract and hire the best people available

- ♦ Revitalize entry-level and mid-level recruitment.

We will collect, review, and analyze the following occupational and employee attitude data as measures for meeting people objective #1:

- ♦ Turnover rates

- ♦ Accession rates

- ♦ Exit surveys

- ♦ Employee climate surveys

- ♦ Results of outreach efforts

- ♦ Results of recruitment, retention and relocation programs

- ♦ Customer satisfaction surveys.

To meet the strategies listed, we've undertaken many initiatives, which we discuss in the following section.

OUTREACH RECRUITMENT TEAM

This initiative was developed at a USACE-wide recruiting workshop held January 15–17, 2002, at the Humphreys Engineer Center in Alexandria, VA. The outreach recruitment team will expand on the favorable image of USACE as an employer of choice by highlighting all available tools and flexibilities. This includes current strategies and methods for developing a uniform corporate identity. The recruitment team will expand existing corporate college-relations program to improve hiring well-qualified candidates. It also will require training recruiters for career and job fairs and require cultivating an understanding among the recruiters, managers, and schools.

Following is a list of project objectives for the outreach recruitment team:

- ♦ **Expand corporate identity and awareness of the U.S. Army Corps of Engineers as a civilian employer.**

- ♦ **Clarify corporate recruitment roles and responsibilities at all levels (HQs, Divisions, districts).**

- ♦ **More extensively coordinate with Army regional personnel centers (CPOCs).**

- ♦ **Establish and maintain a central inventory and calendar of recruitment events.**

- ♦ **Clarify the role of Division outreach recruitment points of contact.**

- ♦ **Provide consistency among the recruiters working the outreach efforts by using the following methods:**

  - ◄ **Train the recruitment cadre.**

  - ◄ **Support the recruitment goals and targets identified by Functional Chief Representatives (FCRs). [FCRs are top functional officials who have been given**

Army-wide career management responsibilities for a designated group of occupational skills. The career groups are called Career Programs.]

‹ **Market the U.S. Army Corps of Engineers.**

‹ **Publicize results of recruitment efforts.**

RECRUITMENT STRATEGIES

To meet our objectives, we are using several recruitment strategies based on the requirement, occupation, criticality, and location of the position. Following is a list of some of these strategies:

♦

♦ **Increase use of hiring flexibilities.**

♦ **Increase use of recruitment and retention allowances, and reimbursement of moving expenses.**

♦ **Request increase of special salary rates for engineers and scientists.**

♦ **Use superior qualifications to set pay above first step of grade.**

♦ **Increase professional education.**

♦ **Reimburse for tuition.**

♦ **Repay student loans.**

♦ **Maximize use of the federal career intern programs (FCIPs), student training, and co-op programs.**

♦ **Expand current broadbanding pay practice.**

♦ **Hire civilian retirees to train the younger work force, or encourage them to continue working with the USACE by waiving the retirement offset.**

♦ **Develop consistent "one door to the Corps" corporate recruitment strategy through the job search website for applicants, managers, and recruiters.**

♦ **More aggressively recruit from educational sources by using the following tactics:**

‹ **Use an integrated relationship and motivate students from middle school through college to make them aware of government service and USACE career opportunities.**

‹ **Support more high school summer-hire programs.**

- ◄ **Advertise college co-op programs with conversion to full-time interns on graduation more widely.**

- ◄ **Partner with universities.**

- ◄ **Establish formal agreements with schools to develop specialized critical skills (e.g., hydropower operators).**

- ♦ More targeted recruitment of people with specific skills at universities and in the private sector; include incentives for hiring and advertising the benefits of federal employment.

- ♦ Partner with OPM to conduct a virtual job fair—without geographic boundaries—for engineers.

- ♦ Advertise family-friendly leave and work policies, including flextime and flex-place.

- ♦ Market health benefits, sick and annual leave, and portable retirement benefits.

One aspect consistent in all our strategies is the emphasis on recruiting a diverse work force through increased outreach in populations currently under-represented in the USACE and federal government work force. In this regard, USACE has identified 22 major occupational categories that are underrepresented by at least two standard deviations against the civilian labor force (CLF). In four occupational areas, we have determined that our selection rates for targeted group members are below the representation of these groups in the CLF. These will receive greater focus in our strategic recruiting plan because they represent the greatest source of improvement. In most under-represented major occupational groups, selection rates from targeted group are equal to or better than the CLF, thus improvements in the diversity of the USACE workforce are being realized and gaps are narrowing.

Regarding retention of current employees, the Chief of Engineers is very supportive of teleworking and has tasked each manager to tell him what types of jobs do not support teleworking on at least an occasional basis. This type of support has changed the culture from one that asks 'why' to one that asks 'why not.' Some Corps organizations, including the headquarters, have accessible telecommuting centers.

The Corps also supports fitness and other well-being initiatives such as health education sessions. We also provide employee assistance counselors and participate in the Federal transit subsidy program.

STATUTORY AND STRUCTURAL BARRIERS

Because OPM and DoD civilian personnel policy governs USACE civilian employees, USACE leadership faces many of the same limitations and restrictions that affect the larger DoD work force. USACE will benefit from any DoD-approved legislative initiatives that increases flexibility and streamlines processes for recruiting and retaining qualified employees. For example, DoD has submitted a request for an alternate personnel system to Congressional committees. That request contains many legislative proposals that will dramatically improve the

ability of USACE to recruit and retain a world-class work force sufficient for executing its missions on behalf of the American public. As a component of the Department of Army and DoD, USACE is pursuing legislative support for change. In addition, USACE is partnering with Army staff to streamline and standardize the application process for all individuals seeking employment in the DA. Many of the human capital strategic plans submitted by DoD to the Office of Management and Budget will directly and significantly affect the U.S. Army Corps of Engineers. This appendix concentrates more heavily on the factors that the Corps can control and effect.

No longer is the American public seeking life-long employment with one company or agency; the new generation is more mobile and has different expectations than much of the legacy federal government work force. The USACE challenge is to make the federal government, such as the Corps, the "employer of choice." One way to attract and retain the bright minds of the new generation is to present a clearly articulated, challenging mission with stable work in USACE's core competencies (i.e., planning, engineering, design, and construction).

Recruitment success requires overcoming numerous barriers:

- Smaller recruiting pool caused by aging of the U.S. work force

  - Low propensity to work for federal government, especially among younger people

  - Other organizations, private and public, competing for the same talent

- Rigid government personnel processes (hiring, disciplining, rewarding, training)

  - Lag in development and sophistication compared to private-sector practices

  - Need for more customer-oriented, less-bureaucratic, hiring procedures

  - Lack of direct hire authority

- Weaknesses in the recruiting system. The web-based recruitment system is not user-friendly, and Internet accessibility causes disparity among groups.

- The DA intern program lacks adequate funding. However, the FY 04 program doubles the number of centrally funded interns from approximately 950 to 1,900. USACE will receive a proportional increase in its allocation of centrally funded interns. Currently, projections are that USACE will hire approximately 150 centrally funded interns in FY 03 and increase that to 300 in FY 04. To augment centrally funded interns; local commanders hire locally funded interns (approximately 600 currently on board) to increase the intake of entry-level staff on formal training programs.

- In some cases, pay is not competitive with private-sector compensation. Efforts are in progress to increase the special salary rates for engineers and scientists.

CITIZEN-CENTERED: USACE has long known and embraced the premise that the much of the work that accomplishes our mission is performed at the district level where our work directly

affects citizens – be that the work of park rangers, lock and dam operators, construction representatives, or dredge operators. In times of crisis the importance of our mission is much more evident to the citizen. As we mount disaster recovery efforts stemming from natural disaster, from accidents (such as when a barge hit and toppled an interstate bridge over the Arkansas River) or when terrorism strikes our country, USACE employees are always there. It bears noting that we do not have difficulty identifying USACE employees willing to deploy to fulfill disaster relief requirements. We strive to put the funds and people where they make the most difference – in the districts.

PMA ALIGNMENT: HC strategies use t*echnology* solutions to improve service delivery, workforce planning and financial planning include: PMBP, P2, ATMP, WASS/CIVFORS, distance learning, the Learning Network and USACE University, IPTV, electronic official personnel folder, Army Benefits Center, ANSWER, APMS XXI, RESUMIX, Army Regional Tools, MDCPDS, and CEFMS, among others. These systems are described in other sections of this plan.

HUMAN CAPITAL DEMOGRAPHICS and competitive sourcing are considered in all HC strategic planning. See chapter 4 on the future work force, as well as the appendices on demographics and the workforce model.   In addition to these systems HC planners use the Army's manpower documentation systems (Total Army Authorization Documentation System [TAADS], the Table of Distribution and Allowances [TDA], manpower requirements survey results from the U.S. Army Manpower Management Agency. Examples of some of the changing occupations resulting from these types of studies and analyses are: reduced clerical support; change from draftsmen to those doing computer aided design; increase in the number of knowledge workers; and decrease in the fields of voucher examining and human resources occupations.

3. Leadership, Learning and Knowledge Management

"Agency leaders and managers effectively manage people, ensure continuity of leadership and sustain a learning environment that drives performance improvement. Leadership planning and implementation (SES, managers and supervisors).   The organization identifies leadership competencies, established objectives and strategies to address them, and defines performance expectations."

People objective #3 in the USACE campaign plan is to develop leaders at all levels. We need to look at leadership not only as vested in positions, but also as a necessary competency of everyone in our work force.

Following are the strategies we will use to develop leaders:

♦ Train to mission needs.

♦ Develop leaders at all levels.

♦ Establish mentoring and coaching programs.

TRAIN TO MISSION NEEDS

Our training investment is critical to the future of both USACE and our employees; however, first we must ensure that we have identified and positioned team members so their talents align with mission requirements. Then we must ensure that the training helps employees grow in their ability to do their mission responsibilities. Thus, such training will be of the greatest value to them, to USACE, to our customers, and to the nation.

As discussed above, USACE has adopted the policy of training to Mission Essential Task Lists (METL). This, when coupled with well-established occupationally based core competencies, ensures that the most mission critical training is funded first, therefore making the most of training dollars.

Also described above is the Automated Training Management Program (ATMP), an automated program now being reviewed that automatically links METL, training courses, Individual Development Plans (IDPs) and allows supervisors, managers and all management levels to analyze both training requirements and training costs. Systems like this will enable assessment of true ROI for training as well as gain efficiencies from scheduling and site location for training. These analyses also enable better decisions to be made about when to seek conversion of traditional classroom training to distance learning based on level of demand and real costs.

Formal Army Career Programs publish Army Training, Development and Education System (ACTEDS) plans that outline core competencies by occupation, career level and specialty; mandatory and optional training requirements; and competitive training, education and developmental assignments. The cost of these opportunities is borne by different management levels: typically, mandatory training, especially the cost for the Army leader core curriculum are centrally funded by DA or through DA funds distributed to Functional Chiefs; optional training is paid by either Functional Chiefs, Major Commands or local management.

DEVELOP LEADERS AT ALL LEVELS

The intent for "leaders at all levels" is to encourage all team members, regardless of their formal position or role, to develop leadership characteristics and skills. As public servants, all employees need to demonstrate leadership characteristics, such as taking initiative, communicating effectively, and being responsible and accountable. These characteristics also are the essence of teamwork, the USACE working philosophy.

Programs for enhancing and developing leadership are being expanded to provide a broader spectrum of development and opportunities for every level of the USACE. We have made a long-term investment in measuring, assessing, and developing leadership skills. Leadership potential is a significant input to the selection process for senior-level positions. Leadership characteristics and skills should become more prominent factors in individual performance. Leadership characteristics and skills are fundamental to the USACE "do it" philosophy. This does not mean that we are preparing everyone for formal leadership positions, although we provide opportunity for all. We expect everyone to develop leadership skills and demonstrate good leadership characteristics in doing their duties and in working in teams. A good leader is also a good follower.

LEADERSHIP COMPETENCY INTERVIEW. One of the most prominent methods that USACE has used to develop leaders has been its work with the Gallup Institute. Over the past 10 years we have worked on strategies for developing our future leaders and strengthen our current leadership to successfully position the Corps to seize opportunities and meet challenges. Supervisors, managers and leaders need more than position authority. Today's effective leaders need to help people identify and develop talent, build teams, shape culture and think more broadly about the strategic challenges facing organizations. In order to ensure that we are selecting individuals who possess not only the requisite technical knowledge, management experience, education, and also the leadership capability important for the Corps, the Gallup Leadership Competency Interview (LCI) is used as part of the selection process for each SES, GS-15 and supervisory GS-14 positions.

The LCI is a scientifically validated measurement of leadership. We have field tested and validated the Gallup process since 1991. Representatives from the Merit Systems Protection Board (MSPB) reviewed and examined this process in 1994 and 1996 and found the interview passes all validity tests. They support our use of the LCI and believe it will allow us to predict leadership capability with greater accuracy than possible through traditional interviews. The LCI was also approved by the then Deputy Assistant Secretary of the Army, Civilian Personnel Policy for use in SES selections and is considered an innovative personnel practice by the Office of Personnel Management.

USACE has recently completed its own revalidation of the LCI. As a result we are developing an education program to ensure that USACE employees at all levels, as well as the HR offices that support us, have a common leadership language, understand what the interview measures as well as how selection panels should use it.

The main competencies the LCI measures are the following:

DIRECTION – Focus, concept

DRIVE TO EXECUTE – ego drive, activator

STRATEGIC – vision, strategic thinking

RELATIONSHIP – developer, team

MANAGEMENT – arranger, performance orientation

In addition, as part of the Learning Network, we will develop individual and organizational competency assessments in the areas of leadership, communications, and business and technical competence. We will focus on alternative learning methods (e-learning, best practices, learning cases and benchmarks).

Civilian Leadership Development in USACE

USACE has spent considerable energy, time and resources to understand and select the most effective leaders for now and the future. Since 1988 when we defined leadership in a "Leadership Principles" doctrine to 1994 when we implemented the only federal criterion validated selection instrument for GS-14 and above supervisory positions, we have sought to improve leadership.

More recently we have expanded our focus to early identification and development of our leadership talent. We have spent the past year creating a holistic picture and setting a strategic direction for Corps leadership in the form of a Leadership for Learning Doctrine that builds upon the Army Leadership Doctrine (AR 600-100). (Appendix H) We are in the process of codifying this picture of leadership to be used as a template for leader development plans throughout the Corps.

USACE Leadership Development Programs & Plans

CORPORATE EMERGING LEADER PROGRAM: The USACE Emerging Leader (EL) program is sponsored by HQUSACE and coordinated by the Directorate of Human Resources. The program consists of attendance and participation in the annual USACE Senior Leader Conference preceded by a separate two and one-half day leadership development workshop. The high visibility of this program and the enthusiastic response of participants have sparked the development of leadership development plans across the Corps. Many of the Leader Development Programs (LDPs) listed below are linked to the content, the one-year time frame and the eligibility requirements of the EL program. The EL program is supported by a web-site and the group has a senior level (SES) champion at the Headquarters. Emerging leaders have begun to participate in the corporate management process through membership on the People, Process, Communication committees or the Learning Advisory Board. They are participating in District or Division program management or product delivery teams.

Pacific Ocean Division (POD)

POD has based its recently created Regional Leadership Development Plan (RLDP) on the El model, the learning organization doctrine, with a focus on building leadership skills at all levels to succeed in a changing and challenging environment. The plan is regional, so participants in one district have opportunities for development comparable to those in the other districts. It is comprehensive in that it addresses leader development from entry through GS-15 levels.

Critical features of the RLDP include:

- Six levels (three managed at the district level, and three at the Major Subordinate Command (MSC) or Division level). Each level may extend from one to two years of participation, and may be distributed over the career of the participant.

- Overall and level-related definitions of leadership (i.e., what we are developing towards)

- Clear expectations, outcomes and assessments for each level

- Assessment and development of leadership potential as well as the more typical knowledge and experience

- Learning and development experiences oriented to addressing the leadership challenges of the division

- Coaching and mentoring are integrated into the plan

- The Corps Emerging Leader program is integrated into the overall leadership development plan

The POD Regional Leader Development was developed in partnership with the Learning Advisory Board and the HQ Directorate of Human Resources and in that capacity will serve as a pilot for future USACE LDPs.

After testing, the results will be used to produce a USACE Leader Development Program doctrine that will ensure a consistent framework and basis in the Learning Organization and Leadership for a Learning Organization Doctrine documents, as well as allow for regional flexibilities within that framework.

Great Lakes and Ohio River Division (LRD). The Division and each of the Districts have separate programs, and they are managed locally. The Division hosts a seminar for supervisors, and provides the opportunity for temporary high-grade developmental assignments for GS-13 employees. The programs vary from participation in courses, seminars, and self-study to university-sponsored education.

Mississippi Valley Division (MVD. A division level program is under development. Two districts, St. Paul (MVP) and Rock Island (MVR) have leadership development programs. In St. Paul all permanent employees may participate in developmental assignments, attendance at various meetings, leadership development off-sites and required readings. MVR adds participation on a team project and a mentoring relationship to their program

North Atlantic Division (NAD). Leadership development programs for the Division and three of the six districts are under development. Three districts have leadership development programs. In Baltimore (NAB) and New England (NAE) districts, leadership development involves training courses, and various combinations of developmental or rotational assignments, off-sites, shadowing, or participation in leadership meetings. Norfolk (NAO) district has a three-tiered program that assigns tier two graduates as mentors and coaches for those in earlier stages of the program. This mentoring role may continue indefinitely, while earlier levels are completed in one year.

Northwest Division (NWD). All five districts have leadership development programs that are completed in one year. All programs include coursework and familiarization with USACE vision, district missions, and project management and business practices. Omaha (NOW), Portland (NWP) and Kansas City (NWK) districts also offer participants a one-week trip to

headquarters in Washington, DC to expand awareness and enhance participants' understanding of the total organization. Kansas City's leadership development program includes a self-awareness course in leadership style, individual IDPs and a mentoring relationship with a senior manager.

South Atlantic Division (SAD). Leadership development programs at the Division and four of the five districts are under development. Mobile (SAM) district's leadership development program is also connected to the Emerging Leader program. It features career-related courses, tailored seminars, team building exercises, site tours, developmental assignments, and shadowing a senior leader.

South Pacific Division (SPD). The Division and all districts offer structured leadership development programs that include formal training, a regional team project, and a visit to Washington, DC. At the Division level, in Sacramento (SPK), Los Angeles (SPL), and San Francisco (SPN) districts the programs are available to GS 9-13 employees and extend for one year. Albuquerque (SPA) district's program is a self-paced program that combines formal training courses with self-study, and requires 250 hours of work for program completion. It is available to all employees. All programs are closely linked to the corporate Emerging Leader program.

Southwest Division (SWD). The Division and all districts offer leadership development plans that are closely linked to the USACE EL program. Participants further develop their leadership through training, self-study, developmental assignments, and the possibility of taking part in project delivery teams. Fort Worth (SWF) and Little Rock (SWI) districts have established tiered programs. The first tier is designed to enhance organizational awareness and utilizes corporate self-study programs (e.g., CorpsPath, Corps vision and mission statements, district missions) and local orientation. The programs are self-paced.

PROFESSIONAL DEVELOPMENT SUPPORT CENTER, HUNTSVILLE. The PDSC leadership development plan incorporates three phases. The first is self-study supplemented by two formal courses. Phase 2 involves formal learning, while the third includes individual developmental assignments as well as formal study.

FUNCTIONALLY ALIGNED LEADER DEVELOPMENT PROGRAMS. USACE employees also participate in functional technical and leader development programs designed to serve occupational groups. The Department of the Army has grouped similar occupations together in Career Programs and designated a proponent for each. These proponents, called Functional Chief Representatives (FCR), publish mandatory and optional training, education and development requirements in their Army Civilian Training, Education, and Development System (ACTEDS) plans. One such FCR is the USACE Deputy Director for Military Programs. His responsibilities, however, extend to all Scientists and Engineers (Resources & Construction) [CP-18] Army-wide. Each year high-potential GS-12 and 13 employees can apply to the CP-18 leader development program that includes both formal training and a mandatory six-month developmental assignment.

ARMY AND DOD LEADER DEVELOPMENT PROGRAMS. USACE employees also have the benefit of participating in programs that comprise the Department of the Army Leader Core Curriculum. The curriculum consists of progressive and sequential leader development courses designed to be taken by employees from intern to SES level. Courses include Intern Leader Development Course, Action Officer Course, Supervisory & Managerial Development, the Army Management

Staff College [a 12-week course equivalent to Army officer's Command and General Staff College], Personnel Management for Executives, Organizational Leadership for Executives, as well as four courses for SES members. Some of these courses are mandatory, others competitive, some are web-based and others formal classroom training. An example of a competitive course is selection to attend the Army War College, or the Industrial College of the Armed Forces. Many USACE employees also participate in the DoD Defense Leadership and Management Development Program.

ESTABLISH COACHING, COUNSELING AND MENTORING PROGRAMS

Leadership requires experience assisting others in their personal and professional growth, and empowering others to become more productive, effective, and committed team members. Coaching and mentoring are consistent and imperative in a learning culture and for developing leaders at all levels; however, not everyone is equipped with the skills or tools for such roles. Therefore, our mentoring and coaching program will identify opportunities to develop such skills and tools. Individuals will be encouraged to seek a coach and mentor, and the program will promote coaching and mentoring as roles for everyone to assume. Coaching and mentoring will become synonymous with being a team member. We consistently have supported formal and informal initiatives for employees. We must evaluate the effectiveness of these initiatives and prepare findings and recommendations regarding future mentoring policy and investments.

Our plan is to first establish a web-site with on-line tools to assist employees, supervisors and mangers in accomplishing their coaching, counseling and mentoring initiatives. Next we will establish standards for counseling (who, how often, and how) and link those standards to IDPs and performance standards. We will develop a supervisory training program, link that program to the Gallup leadership data, and announce our intent to the entire work force. The Chief of Engineers has given his intent: get to know your people, guide them and commit yourself to coaching, counseling and mentoring.

Strategic Knowledge Management (3)

> "The organization systematically provides programs and tools for knowledge sharing across the organization in support of its mission accomplishment."

As our strategic direction continues toward being more "citizen centered," USACE focuses on the important link that exists between customer success and the development of its work force. The USACE campaign plan succinctly states this vision:

> People are the foundation of the Corps: our effectiveness, our value, our reputation. We inspire the public's trust through our technical and professional excellence and our stewardship of the nation's resources. Our leaders inspire enthusiasm for our vision, mission and our service ethic. We respect, value, and encourage each other. Empowered, we create a better organization that helps us realize our full potential for serving the public good. We are the public engineering organization of choice.

People truly are an agency's most valuable resource; they must be trained and developed so they can fulfill the mission. USACE does not see this training and development as a cost, but as a

strategic investment in the present and future of the organization. To realize its vision as "the world's premier engineering organization, *trained* [emphasis added] and ready to provide support anytime, anyplace," USACE must invest in its people.

We will use the following strategies to create a culture of learning and empowerment:

- ♦ Share lessons learned.

- ♦ Create a learning infrastructure

- ♦ Foster a culture of continuous learning.

SHARE LESSONS LEARNED

Every day, our employees gain new knowledge and experience. The true worth of an organization is in its ability to share and leverage what it learns and apply and sustain continuous adaptations. The new insights, the collective knowledge and experience, and the specialized expertise of our employees will be accessible through improved technologies. As we capture lessons learned in specific functional and mission areas, we will provide this resource as a way of upgrading our technical and business practices. This will ensure delivering projects and services more effectively. In so doing, we will continue to be of value and will better serve our partners, stakeholders, customers, and the nation.

We have published the USACE Learning Organization Doctrine (Appendix G) which embodies the goals set out in the previous paragraph. The CorpsPath and PMBP curricula are based in learning and working together toward our common goals. The recent Senior Leader's Conference focused on Leadership for the Learning Organization. We have established a corporate Learning Advisory Board and have begun work on the Learning Network that will consist of three separate networks, Technical Excellence, Business and Communications and Leadership. We will integrate the existing USACE virtual campus with the learning networks and include lessons learned, best practices, knowledge management, training, experts, and communities of practice to create a vibrant knowledge management platform.

CREATE A LEARNING INFRASTRUCTURE

In addition to creating the learning networks and partnerships with universities and communities of practice, USACE will review the Proponent Sponsored Engineering and Construction Training (PROSPECT) training offered by the Professional Support Development Center (PDSC) in Huntsville, Alabama, to determine how best to use the PDSC curriculum as a main focus of our web-based learning network. We will also evaluate the efficacy of our current distance learning program.

We will also develop and pilot programs with a focus on early leadership assessment, coaching and mentoring, as well as executive development. We will encourage developmental assignments and other career enhancing assignments.

We will complete and deliver the remaining components of the PMBP curriculum.

PRACTICE CAREER-LONG LEARNING

Technology, business practices, and profession are changing continuously. To remain a world-class organization, USACE employees must see themselves as perpetual learners, and we must provide continuous opportunity for them to learn. We will facilitate broad, diverse learning opportunities in technology, business processes, and leadership. These learning experiences will range from classrooms to developmental assignments and special experiences. All employees will be encouraged to plan for and participate in learning experiences that support job growth and match their career goals. Individual Development Plans are mandatory for all employees.

To measure the success of our strategies, USACE will survey employees' opportunities to learn through their work, their motivation to learn, and the extent to which they have participated in learning. We will assess how much lateral learning is taking place, along with how much our partners, stakeholders, and customers believe we are listening and learning. The survey can ask subordinates to rate how important learning is to commanders, and how well commanders create a learning culture. Surveys also can assess the degree of success of our information sharing using the lessons-learned database. Commanders will also be polled about their learning organizations during the Strategic Management Review.

The corporate strategy for developing our work force has three goals:

♦ Develop a work force that will sustain the USACE strategic direction.

♦ Create a learning organization that encourages innovation, and develops leadership and partners to serve customers.

♦ Move from traditional training and teaching to continuous learning and education.

Ideally, the work force, particularly at the executive level, will think differently and be more innovative (with that thinking and innovation cascading down the organization). Following is a description of some of the strategies.

TRAINING AND DEVELOPMENT STRATEGIES

Meeting today's challenges requires that USACE leadership, culture, and people are aligned with the demands of today's economy. The five elements of this strategic development are: learning organization, innovation, empowerment, customer success, and leadership.

Developing a Learning Organization

Developing a learning organization is essential because market demands, customer strategies, technology, and knowledge are constantly changing in today's global economy. If USACE is to continue to adapt, its people must be constantly learning. Knowing gets you in the game: learning moves you ahead.

The USACE Learning Advisory Board creates a culture of learning and empowerment and develops leaders at all levels. Following is a list of its objectives:
♦ Strategically manage learning and development.

♦ Align learning with USACE vision and strategic focus (people, process, and communications).

♦ Expand understanding of learning and leadership doctrine.

♦ Integrate learning and knowledge resources.

♦ Develop leadership programs for all employees, including mid- and lower-level grades

♦ Achieve more effective individual and organizational development for less money

The USACE Learning Network is a platform for delivering learning resources to team members. The network is not an attempt to get into the education business, but rather to integrate learning resources. The network supports the learning process for leaders, teams, and individuals. It leverages private-sector and academia partners' capabilities. Multiple delivery mechanisms will serve as an organizational learning infrastructure for USACE. This learning infrastructure will be one tool for attracting and retaining the best and the brightest talent while assisting in the creation of a *culture* of learning and empowerment.

The USACE Learning Network consists of two interrelated parts, each with a different, but important knowledge function:

♦ The "university" part expands the training function and consists of both Corps and partners' offerings. The virtual campus allows all members of the work force web-based access to courses and training events tailored to the needs of individuals and groups.

♦ Partnerships with universities and firms will allow co-designing on-site customized offerings, distance learning (e-learning), or traditional courses. Internal Corps experts also may function as educators, trainers, and mentors.

The Learning Network will cover communities of practice in all areas of competence required by USACE. Each community will filter, distill, and integrate learning from all over the Corps in its area of knowledge and practice. Another function of the learning network is to consult internally according to the latest knowledge, best practices, and innovations. The Learning Network also will assess individual and group learning needs, and integrate learning into the work process. The communities of practice will help ensure that learning in their field of competence is distributed to leadership for decision-making, planning, and mid-course corrections of ongoing projects and programs.

Innovation is essential because bureaucratic responses are not effective for today's customers. USACE has many examples of innovation (e.g., product, process, organization, and relationship). The critical question is: Are the lessons from these innovations used throughout the organization to change the systems and culture? Technical specialists on regional independent technical review (ITR) teams have the lead on complex technical projects, and are responsible for sharing lessons learned to transfer technology.

An example of innovation is the regional business center concept that provides flexibility for balancing and leveling skills across district lines in a region. Virtual teaming further leverages critical resources agency-wide.

Empowerment

Empowerment is essential because people in today's government agencies need the freedom to be creative and to create teams meeting customers' changing needs. USACE needs to be flexible, nimble, and capable of allowing people to work across internal boundaries. Empowerment needs to be correctly understood. Empowerment does not mean, "do your own thing" or "no accountability" or "no controls." Rather, empowerment means accepting responsibility. It means giving people clear mandates and the right tools, knowledge, and authority to do the job. Leaders must create a culture at work where people learn from mistakes. Empowerment requires leaders and an organization that are continually learning.

Customer Success

Customer success is essential because it goes beyond meeting customer specifications of projects. In today's fast-paced economy, success depends on the ability of an agency to create relationships and to understand how to form a partnership with customers. To partner with customers, USACE needs to understand what the customer is trying to achieve and what success means to the customer. When the work force is deeply committed to the customers' success, not simply delivering on customer specifications, it will create lasting partnerships.

Mission Essential Task List

When a skills gap is identified, such as a difference between actual and required expertise, the mission-essential task list (METL) is a useful tool to determine and prioritize training. In addition to METL, which describes the tasks critical for fulfilling missions, training decisions are based on future events that may affect agency capabilities, such as projected turnover of personnel or the fielding of new equipment, technology, or new missions. METL is used as a baseline for determining the training and developmental needs of the organization. It is the key to the training management cycle. Integrating METL with the capable work force initiative (CWI) and individual development plans (IDPs) will enable the following:

♦ Identifying future needs based on anticipated changes in mission requirements.

♦ Identifying changing skill set needs.

♦ Ensuring processes are in place to recruit or train to backfill departing employees.

4. Results-Oriented and Ethical Performance Culture.

"Agency has a diverse, results-oriented, high performing workforce, differentiates between high and low performance and links individual/team/unit performance to organizational goals." [See also section on *strategic alignment and shared vision*.]

Other results from the FY01 Army civilian attitude survey indicate how USACE provides a culture that supports employees and rewards performance. We have listed some of the survey questions in Tables 5-2, 5-3, and 5-4.

Table 5-2. Survey Statement—Management Treats Employees
with Respect and Consideration

	% Favorable	% Neutral	% Unfavorable
Total Army	56	19	24
Total USACE	59	19	22

Table 5-3. Survey Statement—Management Rewards
Employees Who Show Initiative and Innovation

	% Favorable	% Neutral	% Unfavorable
Total Army	41	23	36
Total USACE	40	25	35

Table 5-4. Survey Statement—
My Manager and I Discuss My Training and
Development Needs at Least Once a Year

	% Favorable	% Neutral	% Unfavorable
Total Army	62	13	24
Total USACE	72	11	17

Ethical and results-oriented behavior is promoted through communication, training, accountability systems and disclosure mechanisms in the Corps by various means. The Total Army Performance Evaluation System (TAPES) for civilians is modeled after the Army officer evaluation system and mirrors that system in asking supervisors and senior raters (mangers) to address not only values but commitment to mission accomplishment. TAPES is a five level performance evaluation system.

In the Corps, as previously mentioned, the Commanding General has made sure that USACE values and empowerment are at the hands of each Corps employee with the "just do it card." One of the main questions each employee has to answer before employing the card is: "is it ethical?" This card enables employees to do their best.

The automated Corps of Engineers Financial Management System (CEFMS) is programmed such that each time an authorized user enters the system they are reminded of their ethical and fiduciary responsibilities.

Ethics and responsibility to our customers are main topics of both the CorpsPath and PMBP curriculum that have been addressed earlier in this report. It is absolutely crucial to the transformation of the Corps that all employees at all levels act in an ethical manner in order to serve our customers and the nation.

Additionally, the Engineer Inspector General includes a review of appropriate ethics during all inspections, such as have those employees who need to filled out financial disclosure forms, or have mandatory ethics and security training sessions been accomplished.

The link between performance and mission is reinforced by the draft ATMP system that links mission expectations to individual developmental plans and therefore with individual and organizational objectives. Additionally, as reported above, USACE has a long history of assessing leadership capabilities in the selection of all new GS-14 and above leaders. USACE has a personnel demonstration project at the Engineering and Research Development Center (ERDC). The personnel flexibilities of that system are designed to make the linkages between mission, performance and pay easier to achieve than with traditional title 5 personnel systems.

We also support OPM and DoD initiatives to authorize alternate personnel systems, to include pay for performance and broad banding initiatives.

The Learning Organization, Leadership for the Learning Organization, Learning Networks, USACE University and the coaching, counseling and mentoring initiatives are all focused on improving performance at all levels, sharing knowledge, and creating a high performing customer-focused organization.
It should also be noted that the Corps of Engineers received an OPM award last year for its Alternative Disputes Resolution program. We believe that this contributes to a climate in which employees are encouraged to do their best and can confide in a proven disputes resolution system if they have any issues with management.

Our workforce is held responsible through individual performance evaluations for achieving strategic goals and objectives. We learn through customer feedback, lessons learned and case studies.

Chapter 6. HUMAN CAPITAL INITIATIVES

The Corps of Engineers has a number of on-going human capital initiatives in support of its Strategic Campaign Plan. A brief summary of these are included in this chapter. They are linked to the sub-objectives in the Campaign Plan. More recently, a column was added to reflect which standard in OPM's Scorecard Assessment the initiative supports.

In most cases, the initiatives have been conceptualized and developed by a corporate-wide project delivery team and an approved project management plan is in place.   They have been presented to the People Committee and the Learning Advisory Board. Approval of the initiatives was obtained after demonstrating the strategic value of the initiative in support of the campaign plan.

Where required, the initiatives have been presented to the various budget advisory committees and funding support has been obtained based on the linkage of the initiatives to USACE's Strategic Campaign Plan.

This list will be updated as new ones are identified and resourced. Progress on meeting the goals is regularly reported and metrics have been established to measure if the intended outcomes are realized.

PEOPLE OBJECTIVE 1. Attract and retain a world class workforce				
STRATEGY & SUPPORTING INITIATIVES	**PROPONENT**	**PMP APPROVED (DATE)**	**RESOURCES REQUIRED**	**COMPL DAT**
1.1 Value and Enhance Diversity				
1.1a **Affirmative Action Recruitment Plan.** Analyze USACE Data on Gender and RNO in various occupations against the CLF. For those which significantly deviate from the CLF, develop a recruitment plan that is designed to reduce the gap between the CLF, develop a recruitment plan that is designed to reduce the gap between the CLF and USACE experience. Use this analysis as the basis for outreach recruiting and marketing plans. Monitor progress. Provide MSC goals. Evaluate during CSI and through CMR indicator. Develop specific recruiting strategies to address metrics deficiencies.	*JOINT EFFORT HQ EEO AND HR*	*Under Development*		*1st Qtr*
1.**1b Monitor Corporate Selections**: USACE's Corporate Selection Policy covers the procedures all command levels will use when filling vacant positions at the GS-14 and GS-15 grade levels (and equivalent in demo projects). CEHR will monitor selections made at the GS-15 on a regular and recurring basis and a trend analysis conducted based on gender, RNO, education level, # of geographic moves, selection source, etc. The results of this analysis will be shared with all command levels and the corporate selection policy modified as appropriate to effect desired outcomes. The goal is to assure all candidates compete on an equal playing field, that leadership assessments of candidates are given appropriate weight, that the diversity of the USACE workforce reflects the public which it serves, and to support equal employment and affirmative action goals.	*CEHR-E*	*None Required*	*No additional resources beyond the salary dollars of existing staff*	*Corpo Selection updated 2001. Selection conducted*
1.1c. **Survey Employee's Perceptions of Diversity in the Workplace.** In addition to a workforce which reflects the diversity of our workplace, employees perceptions are important and should be measured. A learning organization must foster diversity and accept divergent viewpoints as healthy and desirable. When it does not, employees will leave the organization, turnover will be too high, and the organization will not continue to develop to better meet the needs of the customer. An employee survey will be conducted to measure employee's perceptions of diversity and fairness in the workplace. Two categories of responses will be analyzed. Satisfaction with Fairness (q53-q58) and Diversity (q80-q82).	*CEHR-E Analysis based on DA Civilian Attitude Survey*	*None Required*	*No additional resources beyond the salary dollars of existing staff*	*On-go Surveys condu annually i*
1.3 Attract and hire the best				
1. 3a **CREATE USACE EMPLOYMENT WEB PAGE**. Applicants should have easy access to all USACE job opportunities through the USACE Home Page. At the headquarters levels, general information about the benefits for working for the Corps of Engineers and application processes will be described. Links will be established to each Command Level in USACE so various geographic locations can be highlighted. Links also established with functional stove pipes and Army/OPM web sites for specific vacancies. Maintenance of employment information at the HQS level will preclude duplication of effort and improve timeliness and reliability of data on the web site. Involve users in development.	*CEHR-E*	*YES*	*$20,000 Initial Development, $10K annual maintenance/impr ovement*	*Initial lau Web Page 02. On Maintena Upgr*
1.3b **Create Pocket CD as a Recruiting Tool**. Modeling successful efforts of the Natural Resources Management Program, develop process for creation of "just-in-time recruiting pocket sized CDs that are created for specific recruiting venues by linking to USACE Employment Home Page and which incorporate state of the art graphics and files for marketing the Corps as an Employer of Choice.	*CEHR-E*	*YES*	*Existing Staff Resources Leverage from Web Site Development Production: $1 per copy*	*First Ve Ready f Fairs/Rec Efforts 30*

1. 3c **Develop Five Year Civilian Forecasts using WASS/CIVFORS systems**. Provide each command level standardized data by occupation and grade level reflecting future civilian requirements. This data will permit capable work force assessments and gap analysis based on valid, quantifiable data that takes into consideration USACE-specific historical data on loss rates, retirement eligibility, current demographics, etc.	*CEHR-E*	*YES*	*$26K for Modifications to WASS/CIVFORS to Meet USACE's unique structures. Existing staff resources to Run Reports and Prepare in Publishable Formats (Web-Based)*	*Data Ava All Com Levels N Sep*
1.3.d **Provide All Command Levels Key data reflecting availability of civilian employees to meet mission needs.** Using data from existing automated systems, provide capability for each command level to obtain real time data on the availability of civilian resources against affordable targets. This data will be used to make executive decisions, trouble shoot existing processes and guide the Commanders and the HR community in assessing problem areas and developing strategies targeting problem areas.	*CEHR-E*	*YES*	*Existing Staff Resources- No additional Resources Required*	*Data Ava All Com Levels N Sep*
1.3e **Establish and Train a Recruiter Cadre.** Recruiting efforts will be most effective when recruiters have been properly selected and trained to "sell" the organization to prospective applicants and can articulate the benefits of working for the Corps of Engineers. Estimate 50 training instances per year. Develop USACE-Specific curriculum and centrally fund instructors for two sessions.	*CEHR-E*	*YES*	*$10K to develop curriculum. TDY and per diem - Avg $750 per student.*	*First Tr Sess Conduct 30 Sep Second S 1st Qtr*
1.3f **Effective and Aggressive College Relations Programs.** The high percentage of professional employees in the work force dictate that the Corps have good relationships with colleges and universities who are the primary source of intake for many occupations. While the Corps has these relationships in place, it needs a more corporate approach to eliminate duplication and assure that in contacts with colleges, the needs of all the agency are considered, not just the needs of the particular district. A web site that highlights existing relationships, upcoming recruiting and marketing opportunities and better defined roles and responsibilities at all command levels is needed.	*CEHR-E*	*YES*	*Existing Staff Resources*	*USACE C Pamp Develop Staffed I Dec*
1.3 g. Develop and Aggressively Pursue Legislation to Provide Additional Hiring Flexibilities for Engineer and Scientists Occupations. While USACE is continue to effectively market and use existing hiring flexibilities provided by OPM, for our E&S positions, greater flexibility in making immediate job offers in a competitive labor market is required. Legislative approval for eliminating existing competitive examination requirements for some number of E&S positions is required.	*CEHR-E In Partnership with DA/DOD*	*None Required*	*Existing Staff Resources*	*On-going. times a ye are oppo to sul legisla propo*
1.3.h Partner with DA and OPM to Improve Special Salary Rate Schedules for E&S Positions in USACE. In many locality areas, special salary rates for E&S positions have been eroded such that there is no differential between the salaries of hard to fill professional E&S positions and other occupations which are not hard to fill. To effectively compete in labor markets and retain existing employees in the work force. In many labor markets, the E&S pay schedules need to be significantly improved. By partnering with other MACOMs and Army, and following existing processes for the establishment of special salary rates, USACE will aggressively work to make needed changes in the most difficult labor markets.	*CEHR*	*None Required*	*Existing Staff Resources*	*1-Nov*
1.3i. Serve as Army Test Site for Streamlined SES Recruitment Process SES recruitment takes an average of 9 months. This must be reduced. DA has approved a USACE proposal to serve as a test site for SES recruitment that will reduce the fill time by a minimum of 3 months by delegating greater authority.	*CEHR-E*	*None Required*	*Existing Staff Resources*	*1 Oct 02 30 Se*

PEOPLE OBJECTIVE 2. Create a culture of learning and empowerment updated 11/25/02				
STRATEGY & SUPPORTING INITIATIVES	**PROPONENT**	**PMP APPROVED (DATE)**	**RESOURCES REQUIRED**	*COMPLETION DATE*
2.1 Create a learning organization				
2.1.1 Establish and operate the Learning Advisory Board	CEHR/People Committee	*PMP drafted 6/02*	*Requested 217K, no funding approved*	*Target completion 12/02*
2.1.2 Publish and distribute the USACE learning organization doctrine. Develop a best practice and learning case inventory. Benchmark learning organizations.	*CEHR, School of Leadership, PDSC*	*None required*	*Revisions & Update funded with distance learning funds. Best case inventory cost estimated at 100K. Full IT cost unkown at this time. Anticipate benchmarking using USACE employees.*	*Doctrine published by end FY 02; program documents for best practice and learning case inventory issued by 3rd Qtr 03*
2.1.3 Educate senior executives about the learning organization doctrine and leadership for a learning organization doctrine. Focus SLC 2002 on creating "rabid advocates" for a learning organization. Action completed	*SLC planning group/CEHR*	*none required*	*no additional cost above that of conference*	*3rd Qtr 02*
2.1.4 Establish the USACE learning Network (with leadership, business and communication, and technical excellence networks). Integrate the USACE virtual campus into the learning network to promote shared learning and shared lessons learned.	*CEHR, Chancellor, Learning Network, PDSC*	*under development*	*Contract support estimated at 115K for design of the 3 networks; cost of IT investment unknown.*	*unknown, dependent upon BPR of PDSC*
2.1.5 Develop a coalition of university partners; identify and integrate existing relationships with colleges and universities. Coordinate with university and other credentialing organizations to develop criteria and methodology for awarding academic credit for on-the-job and other experiential learning accomplished via the Learning Network.	*CEHR, Chancellor, Learning Network*		*Contract support estimated at 150K*	*Issue request to field to gather data on all university partnerships, 4th Qtr 02*
2.1.6 Evaluate current distance learning program. Assess lessons learned from this method of delivery. Evaluate university DL programs and infrastructures.	*PDSC, LAB, possible contractor*	*under development*	*cost estimates under development*	
2.2 Create a learning infrastructure				

STRATEGY & SUPPORTING INITIATIVES	PROPONENT	PMP APPROVED (DATE)	RESOURCES REQUIRED	COMPLETION DATE	
2.2.1 Technical excellence. Review PROSPECT Program, conduct BPR of PDSC, work with E&C, ITL and PDSC to develop a web-based learning network platform. Sustain technical business and communication, and leadership excellence.	E&C, ITL, PDSC	under development	Initial cost of the BPR: 35K		*i*

PEOPLE OBJECTIVE 3 - DEVELOP LEADERS AT ALL LEVELS updated 11/25/02					
STRATEGY & SUPPORTING INITIATIVES	PROPONENT	PMP APPROVED (DATE)	RESOURCES REQUIRED	COMPLETION DATE	
3.1 Train to Mission needs					
3.1.1. Link training requirements (IDPs) to Mission Essential Task Lists and to the Learning Network.	CEHR/PDSC	Under development	Testing on-going with no HQ funding (= Divs)	FY 04	*T ap*
3.1.2 Ensure funding of all METL training/education/developmental assignments. Issue policy regarding linking IDPs to METL and fund of high priority training.	CEHR/CERM People Committee, IMB, command council	none required	none required unless an automated system is adopted		*% t er*
3.2 Develop leaders at all levels					
3.2.1 Publish & Distribute leadership doctrine.	CEHR	none required	no additional funds required beyond salaries	2nd Qtr 03	*publ tra inspe a*
3.2.2 Assess leadership skills. Develop leader competency education program on leadership strengths, the LCI, and how strengths can be used to support self- and organizational development. Utilize a 360 degree assessment	CEHR	none required	no additional funds required beyond salaries	FY 03	*publ tra insp tra*
3.2.3 Adopt a senior leadership interview focused on leadership capabilities USACE needs now and in the future. Develop a strategic leadership dimension.	CEHR	none required	Requested $36K for strategic leadership, no funding approved	FY 03	*publ tra insp appli*
3.2.4 Develop leadership skills. Revise feedback methods to panels and candidates. Integrate leadership competencies in USACE leadership doctrine. Sustain leadership excellence.	CEHR	none required	no additional funds required beyond salaries	**FY 03**	*publ tra insp su*
3.2.5 Leadership. Integrate leadership competency interview research. Develop pilot programs with focus on early leadership assessment, coaching and mentoring and executive development.	CEHR, Gallup, POD pilot	Under development	no additional funds required beyond salaries	ongoing	*tra eva pre*
3.26 Evaluate LDP pilots. Issue Corps-wide LDP framework based on Learning and Leadership doctrine.	CEHR, UMD, Gallup	Under development	as yet uncosted	FY 04	
3.3 Establish mentoring/coaching programs					

3.3.1 Publish coaching, counseling and mentoring guidance. Establish a coaching, counseling and mentoring web-site	*CEHR, PDSC*	*none required*	*no additional funds required beyond salaries*	*2nd Qtr 03*	*on c coa*
3.3.2 Develop a mentoring and coaching assessment, skill development program and certification program	CEHR, PDSC	*target for PMP 3rd Qtr 03*	*as yet uncosted*	*FY 04*	*exit s*